

BRAND EXTENSION IN CUSTOMER-BASED  
BRAND EQUITY MODEL: A CASE OF U.S. LODGING  
INDUSTRY

By

LI DING

Bachelor of Arts in Economics  
Tianjin University of Finance and Economics  
Tianjin, China  
2005

Master of Arts in Economics  
Clemson University  
Clemson, South Carolina  
2011

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INDUSTRY

Dissertation Approved:

Dr. Hailin Qu

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Dissertation Adviser

Dr. Jing Yang

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Dr. Yeasun Chung

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Dr. Tom Brown

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Cheers to the breeze and moon, cheers to the peace world!

J. Ding

Name: LI DING

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Title of Study: BRAND EXTENSION IN CUSTOMER-BASED BRAND EQUITY  
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Abstract: The main purposes of this study were (1) to establish an integrated customer-based brand extension equity resonance model in the U.S. lodging context; and (2) to provide practical suggestions for hotel practitioners aiming to build strong brands. This study used descriptive and causal research methods to develop and examine the proposed research model. The target population comprised of leisure-purposed U.S. hotel guests who have had accommodation experiences with one of five U.S. hotel chains within the last six months. The study employed convenience sampling and participants were recruited from MTurk through an online self-administered survey. The sample size included 657 cases for data analysis. Descriptive statistics, confirmatory factor analysis, structural equation modeling, and hierarchical multiple regression were used for data analysis. A total of 15 hypotheses were proposed based on theories and prior studies. The findings supported all paths among the constructs, including brand extension's attribute-level performance, brand extension's brand personality, perceived overall quality toward brand extension, consumer emotional responses toward brand extension, consumer satisfaction toward brand extension, consumer brand loyalty toward brand extension, consumer attitudinal attachment toward parent brand, consumer sense of community toward parent brand, and perceived image fit between parent brand and brand extension. This study identified positive effects of brand associations on consumer judgment toward brand extension, positive effects of consumer judgment on consumer brand loyalty toward brand extension, positive effects of consumer brand loyalty toward brand extension on parent brand resonance, and a positive moderating effect of perceived image fit between consumer loyalty toward brand extension and parent brand resonance. The study contributed to exploring the mediating effects of consumer emotional responses toward brand extension on the relationship between brand associations and brand extensions' marketing performance. It also considered the feedback effect and identified the mechanism by which consumer brand loyalty toward hotel brand extension could affect the consumer-brand relationship of the parent brand. Finally, the study offered lodging practitioners several suggestions for developing strong brand-consumer relationships through the use of brand extension strategies.

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## CHAPTER I

### INTRODUCTION

This chapter includes the sections of brand equity, brand extension, brand extension in the U.S. lodging industry, problem statement, purposes of the study, objectives of the study, significance of the study, and organization of the study.

#### 1. Brand Equity

The term “brand” refers to the “name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers” (American Marketing Association [AMA] Dictionary, 1995). However, the brand is treated far beyond a name, a design, or a symbol due to its significant contributions to the product/service’s strategic differentiation and the competitive advantages created to the firm (Wood, 2000). Accordingly, a brand is usually managed as a firm’s valuable long-term asset that creates benefits and value to both the consumers and firms (Wood, 2000). Recognizing the significant economic rewards, building a strong brand has become a firm’s operation priority and received a great deal of attention (Keller, 2001).

Brand equity is defined as “the marketing effects or outcomes that accrue to a product with its brand name compared with those that would accrue if the same product did not have the

brand name” (Ailawadi, Lehmann, & Neslin, 2003, p. 1). Although this definition is accepted, the brand equity measurement has received divergent viewpoints and disagreement when the researchers conduct further discussions (Ailawadi et al., 2003). Generally speaking, the concept of brand equity can be viewed from the financial-based perspective and customer-based perspective. The financial-based brand equity represents firm-level outcomes, such as price, market share, incremental volume, revenue premium, incremental cash flow, and profit from the branded product compared with those from the unbranded product (Ailawadi et al., 2003; Simon & Sullivan, 1993). Unlike financial-based brand equity, customer-based brand equity represents consumer-level effects, such as attitudes, awareness, differentiated image not interpreted by product attributes, utility, loyalty, and knowledge (Ailawadi et al., 2003). Ailawadi et al. (2003) pointed out the link between these two perspectives, that was, the financial outcomes were the aggregated consequence of customer-based brand equity. The commonality shared by these two perspectives emphasizes the power of brand equity on improving a firm’s long-term profitability and increasing added value (Wood, 2000). Given the importance, brand equity has received attention from a variety of firm’s stakeholders, such as investors, manufacturers, retailers, and consumers (Cobb-Walgren, Ruble, & Donthu, 1995). Apparently, brand equity is frothy to other stakeholders without benefiting consumers (Farquhar, 1989). The strong brand equity can positively shape consumer purchase preference and intention (Cobb-Walgren et al., 1995). Therefore, understanding the mechanism of creating brand value in consumer’s mind and transferring to consumer’s choice behaviors is crucial to managing the brand equity strategically and holistically (Aaker, 1992; Cobb-Walgren et al., 1995; Wood, 2000).

Customer-based brand equity (hereafter denoted by CBBE) perspective has been raised based on this concern. The definitions of CBBE falls into two categories, which involve consumer perceptions and behaviors, respectively (Cobb-Walgren et al., 1995). One of the remarkable definitions by Keller (1993, p. 2) defines the CBBE from consumer perception’s perspective as “the

differential effect of brand knowledge on consumer response to the marketing of the brand.” More specifically, consumer’s brand knowledge comes up with brand awareness (i.e., brand recall and brand recognition) and brand image (Keller, 1993). That is to say, given a brand recalled and recognized by a consumer, positive customer-based brand equity possibly occurs if the consumer has favorable, strong, and unique brand associations in the memory (Keller, 1993). Alternatively, Aaker (1991, p.15) defined the CBBE as “a set of assets and liabilities associated linked to a brand, its name, and symbol, that add to or subtract from the value provided by a product or service to the firm and to that firm’s customers.” This definition incorporates perceptual perspective and behavioral perspective (Cobb-Walgren et al., 1995), and proposes five primary CBBE elements (i.e., brand awareness, brand associations, perceived quality, brand loyalty, and other proprietary assets) (Aaker, 1991). However, given the inherent subjectivity, the use of CBBE has sometimes been viewed as flawed (Cobb-Walgren et al., 1995; Simon & Sullivan, 1993). Nevertheless, CBBE is practically productive to motivate firm managers to speculate what and how the consumers would like to think about their brand (Szöcs, 2012).

## 2. Brand Extension

A brand extension is defined as “an existing brand name that is being extended to a category of products that is different to the existing one” (Schuiling & Moss, 2004, p. 375). It is used equivalently with the term sub-brand, which is defined as “a product brand that has its own name and identify to differentiate it from the parent brand” (Jo, 2007, p. 184). Aaker’s (1991) and Keller’s (1993) customer-based brand equity concepts and models significantly demonstrate the importance of brand associations (Moisescu, 2005), and establish a theoretical foundation of brand extension development. Brand associations consist of some elements, such as product attributes, customer benefits, uses, users, lifestyles, product classes, competitors, and countries (Aaker, 1992). Given an established brand, a firm normally tends to capitalize the brand on the new product/service as a way to reduce advertising costs (Smith & Park, 1992), and exploits new market opportunities by utilizing

its brand associations (Aaker & Keller, 1990; Chowdhury & Kabir, 2007; Kerin, Kalyanaram, & Howard, 1996). Following such ways, brand extension has been used to leverage brand strength (Aaker & Keller, 1990; Aaker, 1996), and helps to enter into new product categories (Keller & Aaker, 1992). For example, Church & Dwight Co., Inc. has extended its “ARM & HAMMER” brand into multiple product categories, including deodorization, fabric care, personal care, and pet care. This example demonstrates how an existing brand horizontally extends to the related or new product categories (Kim & Lavack, 1996). Alternatively, vertical extension refers to “a brand extension in the same product category as the core brand, but at a different price point and quality level” (Kim & Lavack, 1996, p.24). For example, InterContinental Hotels Group has vertically extended brands, such as “Holiday Inn Hotel” and “Holiday Inn Express Hotel,” that attract the consumers who are willing to stay in a simple and engaging hotel. The horizontal extension usually offers consumers the variations at the same price or quality level. The vertical extension is characterized to promote a firm’s product/service at the lower price or quality level (i.e., downward extension), or at the higher price or quality level (i.e., upward extension) in the same product category (Keller & Aaker, 1992; Kim, Lavack, & Smith, 2001). Technically, the second brand descriptor is commonly alongside the parent brand name to clarify the association between the brand extension and parent brand (Kim & Lavack, 1996). For example, the brand “Fairfield Inn & Suites by Marriott” uses a nested branding strategy to create a further distance to its parent brand “Marriott.” An alternative example comes from the brand “Hilton Garden Inn,” which employs a sub-branding strategy to keep its name adjacent to the parent brand name “Hilton” (Bhat, Kelley, & O’Donnell, 1998).

### 3. Brand Extension in the U.S. Lodging Industry

Brand extension has been widely used to leverage brand strength in the U.S. lodging industry since the 1970s, mainly due to the reduction of market launching costs and risks (Jiang, Dev, & Rao, 2002; Kang & Lee, 2014). Most of the U.S. well-known chained-branded lodging companies have at least one brand extension associated with the parent brand (Kim & Lavack, 1996). Table 1 shows



some examples of the parent brands and the corresponding brand extensions from four world-leading lodging companies operated in the States. Völckner and Sattler (2006) found key drivers toward to brand extension's success, including parent brand characteristics (i.e., quality of parent brand, history of previous brand extensions, and parent brand conviction), brand extensions' marketing contexts (i.e., marketing support and retailer acceptance), relationship between parent brand and its extensions (i.e., fit and utility linkage of the parent brand to product attributes of the original product category), and brand extensions' product category characteristics (i.e., perceived risk and consumer innovativeness). Practically, lodging companies proudly promote diversified brand portfolios. For example, Marriott International advertises its diversified brand portfolio as “individually distinctive, collectively powerful.” However, the relationship between hotel brand diversification and the corporate performance has rarely been discussed (Kang & Lee, 2014). The hotel brand diversification has its unique characteristic, that is, lodging companies usually operate multiple brands in the homogenous marketing segment (Kang & Lee, 2014; Morgan & Rego, 2009). For example, Marriott International operates two brands in the upper upscale segment, four brands in upscale segment, and three brands in upper midscale segment derived from the parent brand “Marriott”. The brand extensions possibly encounter the cannibalization effect and/or dilution effect that could weaken the brand images and beliefs, and further hurt parent brand performance (Loken & John, 1993; Müge Arslan & Korkut Altuna, 2010; Salinas & Pérez, 2009; Sood & Keller, 2012).

Table 1. Top lodging companies' brand extensions in the U.S.

Company	Parent Brand	Brand Extensions
Hilton Worldwide	Hilton	Hilton Hotels & Resorts
		DoubleTree by Hilton
		Hampton by Hilton
		Hilton Garden Inn
		Home2 Suites by Hilton
		Embassy Suites by Hilton
		Homewood Suites by Hilton
		Hilton Grand Vacations
		Canopy by Hilton
		Conrad Hotels & Resorts

		Curio A Collection by Hilton
		Tapestry Collection by Hilton
		Tru by Hilton
		Waldorf Astoria Hotels & Resorts
Hyatt Hotels	Hyatt	Park Hyatt
		Grand Hyatt
		Hyatt Regency
		Hyatt
		Hyatt Place
		Hyatt House
		Hyatt Residence Club
		Andaz
		Hyatt Centric
		Hyatt Zilara
		Hyatt Ziva
		The Unbound Collection by Hyatt
Marriott International	Marriott	The Ritz-Carlton
		JW Marriott
		Marriott
		Renaissance Hotels
		Courtyard by Marriott
		Residence Inn Marriott
		Fairfield Inn & Suites Marriott
		Springhill Suites Marriott
		Towneplace Suites Marriott
		Edition
		Autograph Collection Hotels
		Delta Hotels Marriott
		Marriott Executive Apartments
		Marriott Vacation Club
		Gaylord Hotels
		AC Hotels Marriott
		Protea Hotels Marriott
		Moxy Hotels
	Starwood	St Regis
		Westin
		Sheraton
		W Hotels
		Le Meridien
		FourPoints
		The Luxury Collection
		Tribute Portfolio

		Design Hotels
		A Loft
		Element
InterContinental Hotels Group	InterContinental	InterContinental Hotels & Resorts
		Crowne Plaza Hotels & Resorts
		Holiday Inn Hotels
		Holiday Inn Express Hotels
		Holiday Inn Resort
		Candlewood Suites
		Staybridge Suites
		Holiday Inn Club vacations
		Kimpton Hotels & Restaurants
		Hualuxe Hotels and Resorts
		Hotel Indigo
		Even Hotels

Sources: Companies' websites

#### 4. Problem Statement

First, existing studies have not incorporated brand extension in the customer-based brand equity framework (e.g., Aaker, 1991; Keller, 1993). Rooted in the consumer behavior theories, the customer-based brand equity frameworks have been developed based on two milestone papers, Aaker (1991) and Keller (1993). Apart from the different roles of brand loyalty, both studies suggest using a brand extension to strengthen existing brands (Huang & Cai, 2015). In Aaker's (1991) brand equity model, improving perceived brand quality and strengthening brand associations can be the antecedences of efficiently developing a brand extension. In Keller's (1993) CBBE model, the role of brand extension has been discussed even more formally regarding the formation of the brand associations between the brand extension and parent brand. Aaker and Keller (1990) investigated how consumers formalized their attitudes and evaluated the brand extension. The perceived fit between two product categories, perceived parent brand quality, and perceived difficulties of brand extensions are the three factors that influence consumer evaluations toward the brand extension (Aaker & Keller, 1990). Summarized by Keller (2016), the mainstream studies regarding brand extension primarily

focus on (1) the salience, favorability, and uniqueness of the inferred associations in the extension class (Keller & Aaker, 1992), and (2) how compelling, relevant, consistent, and strong feedback effect of brand extension on the parent brand (Keller & Sood, 2003). Given the brand resonance model proposed by Keller (2001) which is a development from Keller (1993)'s CBBE framework, by reviewing the literature, I find that there is no study exploring how hotel brand extension influences consumer rational and emotional responses toward the brand extension and further affects parent brand resonance intensity. The incremental value of hotel brand extension to hotel parent brand resonance intensity is neglected in the existing literature, despite the fact that the brand extensions have been heavily developed in the U.S. lodging industry. However, it is necessary to emphasize this problem as the importance of brand-consumer relationship increasing in the competitive lodging market.

Second, consumer emotional responses toward service brand extension have been not well established based on my literature review. Keller (2001) described the term “brand feelings” as the consumer emotional responses to the brand marketing strategies. The marketing programs related to brand possibly evoke consumer feelings about themselves and the relationship with others (Keller, 2001). The relationship between advertising and consumer emotions has been well studied (Panda, Panda, & Mishra, 2013; Yang, Kim, & Yoo, 2013). Percy and Elliot (2007) argued that consumers not only considered brand benefits and features but also considered their emotional feelings toward the brands when they retrieved the brand information from their memories. The emotional benefits may affect the consumers' brand beliefs (Ruth, 2001). The emotional attachments (e.g., brand love) strengthen consumer long-term relationships with the brands (Fournier, 1998). The affect associated with the parent brand can be transferred to the brand extension through the affect-transfer process (Boush & Loken, 1991; Keller & Aaker, 1992). The positive and negative emotions toward a brand may lead to different degrees of abstract construal level and further cause consumer different psychological distances (Chowdhry et al., 2015; Labroo & Patrick, 2009; Morales & Fitzsimons,

2007). Accordingly, consumer emotions influence their purchase decisions toward the brand.

However, I found that there are limited numbers of studies that had addressed the role of emotions in hotel brand extension context according to my literature review.

## 5. Purpose of the Study

The main purposes of this study are (1) to establish an integrated customer-based brand extension equity resonance model in the U.S. lodging context; and (2) to provide practical suggestions for hotel practitioners to build strong brands.

## 6. Objectives of the Study

The specific objectives of the study are:

1. To test the effects of hotel brand extension's attribute-level performance on perceived overall quality toward brand extension and consumer emotional responses toward brand extension;
2. To examine the effects of hotel brand extension's brand personality on perceived overall quality toward brand extension and consumer emotional responses toward brand extension;
3. To investigate the effects of perceived overall quality toward hotel brand extension on consumer emotional responses toward brand extension, consumer satisfaction toward brand extension, and consumer brand loyalty toward brand extension;
4. To explore the effects of consumer emotional responses toward hotel brand extension on consumer satisfaction toward brand extension and consumer brand loyalty toward brand extension;
5. To assess the effect of consumer satisfaction toward hotel brand extension on consumer brand loyalty toward brand extension;
6. To identify the effects of consumer brand loyalty toward hotel brand extension on consumer sense of community toward parent brand and consumer attitudinal attachment toward parent brand;

7. To investigate the effect of consumer attitudinal attachment toward hotel parent brand on consumer sense of community toward parent brand;
8. To examine the moderating effects of perceived image fit between hotel brand extension and parent brand on
  - (1) the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand;
  - (2) the relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand.

## 7. Significance of the Study

### 7.1. Theoretical Contributions

First, this study investigated the crucial roles of hotel brand extension's attribute-level performance and brand extension's brand personality in the brand resonance model in the context of the U.S. lodging industry. As one of the most influential papers in the CBBE literature, Keller (1993) proposed the construct of brand knowledge, that consisted of brand awareness and brand associations and pointed out the importance of brand knowledge on building customer-based brand equity. In the follow-up studies, there were three brand planning models proposed by him and other scholars, including brand positioning model, brand resonance model, and brand value chain model (Keller, 2016). These mentioned models provide the comprehensive insights of consumer minds, which react to different marketing activities toward the brand and affect brand equity. By reviewing the literature, I found that the role of the brand extension had been discussed insularly with the brand equity framework. This study investigated the impacts from different types of brand extension associations on the consumer responses, given brand extension developed from the existing marketing activity perceived by consumers. I discussed the roles of brand extension's self-associated attribute-level performance and brand extension's brand personality. The proposed model emphasized the roles of

brand extension's associations on enhancing brand extension's marketing performance and parent brand's resonance mediated by the consumer responses. The model comprehensively investigated the mechanism of how brand extension strengthened corporate parent brand. Moreover, this study extended the discussions to the dimensions of the parent brand resonance intensity (i.e., sense of community and attitudinal attachment) as the consequences of brand extension beyond consumer brand loyalty toward brand extension. The study enriched brand extension literature by discussing the brand-consumer relationship and exploring the link between hotel brand extension and parent brand resonance.

Second, this study investigated the mediating effects of consumer emotional responses toward hotel brand extension on the relationship between brand associations and brand extension's marketing performance (e.g., consumer satisfaction toward brand extension and consumer brand loyalty toward brand extension). Given the extensive studies related the effects of brand associations on the consumer evaluations, the consumer emotions are influenced by different types of brand associations simultaneously as well as their rational judgments. Accordingly, the consumer satisfaction and brand loyalty are triggered by their cognitive evaluations and affective feelings. Inspired by Keller's (2001) brand resonance model, this study empirically investigated the mediating effects of the consumer emotional responses toward brand extension in the lodging context. This study extended the consumer emotional responses studies from the field of consumer satisfaction to the brand equity framework and investigated how consumer emotional responses mediated brand extension associations and consumer satisfaction and consumer brand loyalty toward hotel brand extension.

## 7.2. Practical Contributions

This study explored brand extension value chain from customer-based brand equity's perspective. Aiming to build sound brands for the lodging firms, this study found how brand

associations influenced consumer responses throughout a specific marketing strategy (i.e., extending the brand). It provided lodging practitioners the insights that different brand associations have different effects on consumer emotional feelings and rational judgments. Moreover, this study investigated how consumer brand loyalty toward hotel brand extension affected the brand-consumer relationship at the parent brand level. The results provided three suggestions to the hotel managers regard to the brand building. First, the hotel managers should pay attention to develop brand extension associations. Second, marketing the significant associations linked with the consumer emotional responses should be taken a larger weight. Third, the hotel managers should focus on the brand-consumer relationships.

## 8. Organization of the Study

This study is organized into five chapters. Chapter I provides an overview of customer-based brand equity, brand extension, problem statement, purposes, objectives, and significance of the present study. Chapter II provides literature reviews in brand extension, theories, conceptual frameworks, hypotheses, and the proposed theoretical model. Chapter III provides research design, survey instrument, sampling and data collection process, and data analysis methods. Chapter VI presents the results of the study. Chapter V provides conclusions and implications for the future research.



## CHAPTER II

### REVIEW OF LITERATURE

This chapter reviewed the relevant literature and proposed the conceptual model and hypotheses. The chapter consisted of three sections. The first section reviewed the concept of brand equity and summarized the influential models of customer-based brand equity. The second section provided an overview of the brand extension studies. The third section proposed the conceptual research model and hypotheses in the context of the U.S. lodging industry.

#### 1. Customer-based Brand Equity Related Studies

##### 1.1. Definitions of Brand Equity from a Consumer's Perspective

Because the concept of brand exists in the mind of the market, brand management closely relates to the management of consumer perceptions (Rosenbaum-Elliott et al., 2015). A brand is defined as the “name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers” (American Marketing Association [AMA] Dictionary, 1995). Having a brand allows the consumers experiencing, evaluating, feeling, and associating with the perceived value of a product (Rosenbaum-Elliott et al., 2015). To manage the brands, the firms may implement many branding strategies. The branding strategies initially worked for the purposes of differentiating products and conferring meanings through the designed brand image (Moor, 2007). Later on, their importance has been amplified in growing competitive

market (Melewar, Lim, & Yan, 2010). Accordingly, the school of thought that focuses on the contingent relationships between brand and corporate reputation has been labeled as the brand management perspective (Salinas, 2009). In the meantime, two alternative perspectives, accounting perspective, and economic perspective, have been widely discussed (Salinas, 2009). Unlike accounting perspective, economic perspective treats a brand as an intangible asset, despite the fact that the internally generated brands are not recognizable based on the International Accounting Standard 38 that was effective after January 1<sup>st</sup>, 2014.

Motivated by financial and strategic purposes, the academics and practitioners have paid increasing attention to conceptualizing, measuring, and managing the brand equity since the 1980s (Keller, 1993). Aiming to measure marketing performance, justify share prices, trade brands, and manage taxes, defining and valuating a brand as equity has become a widely acceptable approach (Salinas & Amber, 2009). Broadly speaking, measuring brand equity is based on the purposes to “guide marketing strategy and tactical decisions, assess the extendibility of a brand, evaluate the effectiveness of marketing decisions, track the brand’s health compared with that of competitors and over time, and assign a financial value to the brand in balance sheets and financial transactions” (Ailawadi et al., 2003, p. 2). It does not only evaluate a firm’s marketing spending productivity but also meet the accounting need of capitalizing and/or amortizing the acquired brand (Abratt & Bick, 2003). The existing viewpoints on the measurements of brand equity are divergent (Ailawadi et al., 2003). The financial-based perspective focuses on measuring how a firm’s benefits are derived from the product and financial markets through the brand (Ailawadi et al., 2003; Keller & Lehmann, 2001). For example, Simon and Sullivan (1993, p. 29) described brand equity as “the incremental cash flows which accrue to branded products over and above the cash flows which would result from the sale of unbranded products.” Based on this viewpoint, a firm’s brand equity can be extracted from other assets’ value (Simon & Sullivan, 1993). The firm’s discounted future cash flows evaluated

in the financial market is the basis for this method (Simon & Sullivan, 1993). By imposing such objective and forward-looking measure, the brand equity is no longer limited on a firm's short-term activities but also includes an outlook of a brand's long-term performance (Simon & Sullivan, 1993). Another example is from Ailawadi et al. (2003) that investigated the revenue premium from a branded product compared with that of an unbranded product, has been investigated as a reliable brand equity measurement. Using the revenue premium from product market allows the firm associating financial measurements with the consumers' mindset (Ailawadi et al., 2003). There are other approaches that hold financial-based perspective, such as using experts' judgments to evaluate the hypothetical mergers (Rao, Mahajan, & Varaiya, 1991) and employing momentum accounting to focus on the brand's momentum changes (Ijiri, 1988). Although the financial-based perspective regard to brand equity has the superiority of quantifying the incremental benefit from the brand (Ailawadi et al., 2003), it suffers from the apparent disadvantages as well. Abratt and Bick (2003) pointed out that there were obstacles of separating the brand equity from a firm's other intangible assets and valuating them with estimation and subjectivity. The reliability is weakened in the absence of the ideal data information (Salinas, 2016).

Besides the financial-based perspective, the customer-based perspective of brand equity holds a different viewpoint from the consumer-level effects. By focusing on consumers' mindset, customer-based brand equity represents the consumer-level effects, such as attitudes, awareness, and the differentiated image not interpreted by product attributes, utility, loyalty, and knowledge (Ailawadi et al., 2003; Leuthesser, 1988). It can be treated as the antecedence of the firm's financial outcomes (Ailawadi et al., 2003). Additionally, the relevance of financial brand equity valuation heavily relies on managers' strategic knowledge of exploiting brand value from a set of marketing activities (Keller, 1993). Therefore, the managers have to know, and response to consumers' needs and wants based on the brand concept that prompts brand communication

(Park, Jaworski, & MacInnis, 1986). As a consequence, viewing brand equity from an individual consumer's perspective is helpful for the managers speculating what and how the consumers think about the brand (Szöcs, 2012), and crucial to a firm's financial outcomes.

Rooted in the consumer behavior theories, academics have made significant contributions to conceptualizing customer-based brand equity since the 1990s. Table 2 summarizes the influential CBBE definitions from literature. Considering the divergent CBBE definitions, Cobb-Walgren et al. (1995) summarized them into two primary categories that focused on consumer perceptions and consumer behavior, respectively. The remarkable work from the perspective of consumer perceptions is Keller (1993). The CBBE is defined as “the differential effect of brand knowledge on consumer response to the marketing of the brand” (Keller, 1993, p. 2). Discussed from the marketing angle, brand knowledge is proposed as the core of brand equity (Keller, 1993). Consumer brand knowledge consists of their brand awareness (i.e., brand recall and brand recognition) and brand image (Keller, 1993). Supported by associative network memory model (Anderson, 1983), Keller (1993) treated brand awareness as consumer memory nodes, while brand image as the bridges among these memory nodes. The associative network memory mechanism has been agreed as a robust and applicable approach to interpreting many kinds of marketing and consumer behavior phenomena (Keller, 2016). Given a brand recalled and/or recognized by a consumer, positive customer-based brand equity occurs if the consumer has the favorable, strong, and unique brand associations in his/her memories (Keller, 1993). Keller (2001) proposed a four-step process that worked for building a strong CBBE. On the other hand, Aaker (1991) proposed the CBBE definition through incorporating perceptual and behavioral perspective (Cobb-Walgren et al., 1995). It defines the CBBE as “a set of assets and liabilities associated linked to a brand, its name, and symbol, that add to or subtract from the value provided by a product or service to the firm and to that firm's customers.” (Aaker, 1991, p.15). This definition emphasizes the brand added value and demonstrates the CBBE from five key

components, including brand awareness, brand associations, perceived quality, brand loyalty, and other proprietary assets (e.g., patents, trademarks, and channel relationship) (Aaker, 1991). The incremental value generated from these five components confers to the consumers through assisting them interpreting or processing the information, and increasing confidence in the purchase decision and the use satisfaction (Aaker, 1991; 1992). Furthermore, the generated value conveys to the firms through enhancing the efficiency and effectiveness of the marketing programs, brand loyalty, price and margins, brand extensions, trade leverage, and competitive advantage (Aaker, 1991; 1992). Aaker (1992) suggested improving each of the five CBBE components to build a strong CBBE. Although the definitions of CBBE have always been considered as flawed (Cobb-Walgren et al., 1995; Simon & Sullivan, 1993), they provided the fundamentals of investigating customer-based brand equity's dimensional relationships that could bring about the consumer's and firm's benefits (Yoo & Donthu, 2001).

Table 2. Definitions of customer-based brand equity

Studies	Cited definitions of customer-based brand equity
Aaker (1991, p. 15)	"a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers"
Kamakura & Russell (1993, p. 10)	"the implied utility or value assigned to a brand by consumers"
Keller (1993, p. 2)	"the differential effect of brand knowledge on consumer response to the marketing of the brand"
Rangaswamy, Burke, & Oliva (1993, p. 63)	"a residual value in the form of favorable impressions, attitudinal dispositions, and behavioral predilections among all those who are exposed to the marketing activities related to the brand, including present consumers, potential consumers, as well as channel members and other influencers in the buying process"
Park & Srinivasan (1994, p. 273)	"the difference between an individual consumer's overall brand preference and his or her multiattributed preference based on objectively measured attribute levels"
Lassar, Mittal, & Sharma (1995, p. 13)	"the enhancement in the perceived utility and desirability a brand name confers on a product"
Yoo, Donthu, & Lee (2000, p. 196)	"the difference in consumer choice between a focal branded and an unbranded product given the same level of product features"
Vázquez, Del Rio, & Iglesias (2002, p. 28)	"the overall utility that the consumer associates to the use and consumption of the brand; including associations expressing both functional and symbolic utilities"

Mohd Yasin, Nasser Noor, & Mohamad (2007, p. 39)	"consumers' favoritism towards the focal brand in terms of their preference, purchase intention and choice among brands in a product category, that offers the same level of product benefits as perceived by the consumers"
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Sources: Adopted from Fayrene & Lee (2011); Yoo & Donthu (2001)

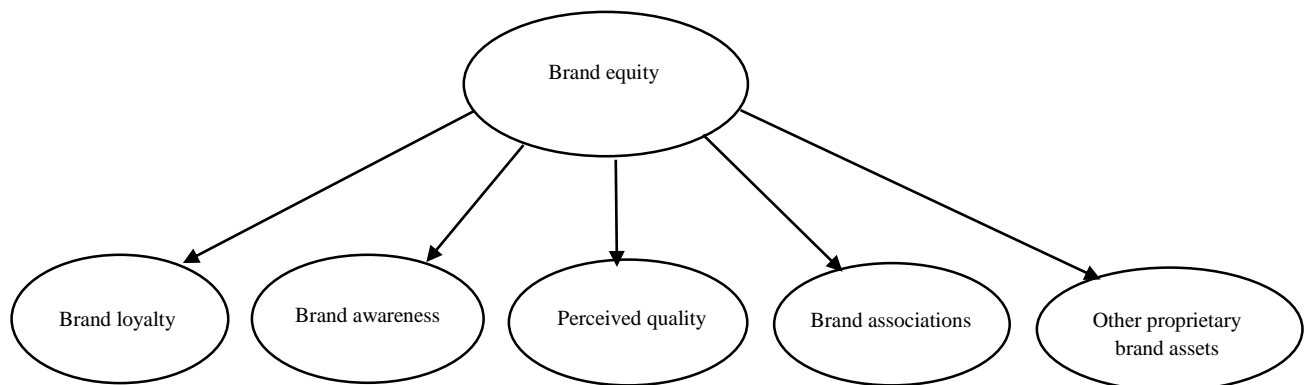
## 1.2. Influential Models of Customer-based Brand Equity

### 1.2.1. Aaker's (1991) Brand Equity Model

In Aaker's (1991) model, brand equity is defined as "a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers" (Aaker, 1991, p. 15). Raising from the issues encountered in the real business world, Aaker (1992) pointed out that building strong brand equity was easily verbally committed by the firm managers but difficult to implement due to the lack of long-term vision. Compared with other brand-building activities, such as cost-reduction and sales promotion, building CBBE may not boost firm's short-term performance. However, it focuses on creating the value to consumers and firms in the long-term (Aaker, 1992). Aaker (1991) proposed five key components which can be considered as the useful assets and resources to create the brand value. These five components consist of five dimensions in Aaker's (1991) brand equity model, which are brand loyalty, brand awareness, perceived brand quality, brand associations in addition to perceived brand quality, and other proprietary brand assets (see Figure 1). Brand loyalty is considered as the core of the model. It is built upon the solid consumer relationship and allows to translate into the profit stream (Aaker, 1992). The high brand loyalty with superior consumer satisfaction and repurchase pattern may indicate a strong brand strength (Aaker, 1992). It benefits the firm from enhancing the entry barrier, earning the price premium, prolonging the response time to competitor's innovations, and restraining the deteriorative price competition (Aaker, 1996). Although brand awareness is not often viewed as an asset by the firm, it underlies the brand strength (Aaker, 1992). Brand awareness can be

recognized at different mind-levels, including recognition, recall, top-of-mind, brand dominance, brand knowledge, and brand opinion (Aaker, 1996). It represents brand salience and influence consumers' brand perceptions and attitudes (Aaker, 1996). Perceived quality is described as another key brand equity dimension which includes specific functional benefits and associates with price premiums, price elasticities, brand usage, and stock return (Aaker, 1996). The brand associations formalize the grounds of the consumer purchasing and feelings (Aaker, 1992). This construct is structured as the brand-as-product, the brand-as-person, and the brand-as-organization (Aaker, 1996). These essential pillars of Aaker's (1991) customer-based brand equity model formalize consumer mindset regarding the branded product/service, and become a basis for the sound brand equity measurements (Aaker, 1996). Induced by the brand, an aware, confident, and the satisfied consumer could create value for the firm. Starting from this model, more enriched conceptual frameworks have been developed and empirically examined further. For example, Fayrene and Lee (2011) proposed a conceptual framework that integrated the constructs and the measures of the customer-based brand equity and pointed out the possible interactive effects existed among the brand equity dimensions.

Figure 1. Aaker's (1991) Customer-based Brand Equity Model



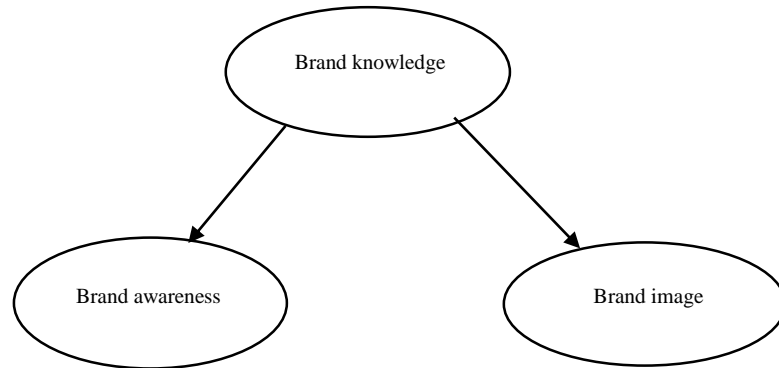
### 1.2.2. Keller's (1993) Customer-based Brand Equity Model

The customer-based brand equity is defined as “the differential effect of brand knowledge on consumer response to the marketing of the brand” (Keller, 1993, p. 2). The model starts from the conceptualization of brand knowledge (see Figure 2). Differing from Aaker (1991)'s model that treats brand equity as a firm's assets and liabilities and focuses on value transferring mechanism, Keller's (1993) model views the brand equity as the consumer responses regard to brand-related marketing strategies. The construct of brand knowledge is supported by two key constructs, brand awareness, and brand image. Although this model is easy to sketch, the evolved information is far more comprehensive. Brand awareness consists of brand recognition and brand recall which respectively capture “the ability to confirm prior exposure to the brand when given the brand as a cue” and “the ability to retrieve the brand when given the product category, the needs fulfilled by the category, or some other type of probe as a cue” (Keller, 1993, p. 3). Brand image is characterized by the strength, favorability, and uniqueness of the brand attribute and benefit associations (Keller, 1993). The associative network memory model (Anderson, 1983) has been employed to interpret the mechanism of the brand information stored, activated, and spread in consumers' memories (Keller, 1993). According to the associative network memory model (Anderson, 1983), the information stored in memory represents the nodes linked together by a set of associations. Such a mechanism allows a network created in the memory and makes the possibility of memory spreading activation (Anderson, 1983). Accordingly, Keller (1993) used this idea in the context of brand equity and posed that the brand awareness was served as the memory node and connected to other nodes with a variety of brand associations. The positive customer-based brand equity occurs if “the consumers react more favorably to an element of the marketing mix for the brand than they do to the same marketing mix element when it is attributed to a fictitiously named or unnamed version of the product or service” (Keller, 1993, p. 17). Keller's (1993) model has often been compared with Aaker's (1991) model since two models are



grounded in the cognitive psychology and focus on the consumer perceptions and memory structure toward the brand (Christodoulides & De Chernatony, 2010).

Figure 2. Keller's (1993) Customer-based Brand Equity Model

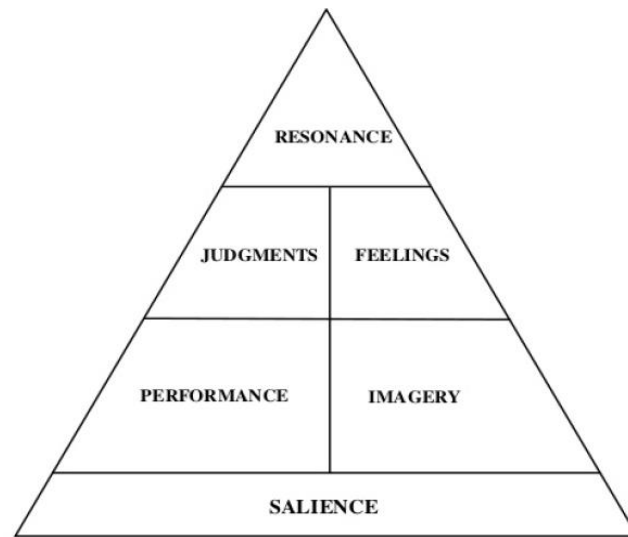


### 1.2.3. Keller's (2001) Brand Resonance Model

Brand resonance is defined as “the extent to which a consumer feels he or she is ‘in synch’ with a brand” (Keller, 2016, p. 5). Keller (2001) proposed the brand resonance model from building a four-step pyramid structure (See Figure 3). The essential four steps include establishing brand identity, establishing brand meaning, eliciting positive consumer responses toward the brand, and maintaining the consumer-brand relationship. Accordingly, Keller (2001) posed six detailed brand-building blocks to fulfill four basic steps and increase the breadth and depth of the CBBE model (i.e., brand salience, brand performance, brand imagery, brand feelings, brand judgments and brand relationship). This so-called brand resonance model performs as an extension of Keller's (1993) model. Instead of apart focusing on the consumer perceptions toward the brand, this model initiates a more comprehensive discussion, which emphasizes how brand knowledge dimensions influence the brand-consumer relationships (Keller, 2016). To achieve the first step - establishing brand identify, brand salience must be produced (Keller, 2001). Brand salience, defined as the brand awareness's breadth and depth, provides a richer view compared to the construct of brand awareness (Keller, 2016). Given at the bottom level of the pyramid framework, brand salience influences the formation and strength of brand image, increases the

purchase opportunities by identifying the product category, enhances the likelihood of the brand in a consumer's consideration set, and aids to the decision-making in the situation of low consumer involvement situation (Keller, 2001). To achieve the second step - establishing brand meaning, the brand image's duality has to be considered. The tangible brand associations related to brand performance and the intangible brand associations linked to brand imagery are two associations in consumer's mindset that are generated either from consumer's experience or other brand-related information sources (Keller, 2001; 2016). Serving as the role of differentiation, brand performance is a multi-dimensional block (e.g., primary characteristics and secondary features, product reliability, durability, serviceability, service effectiveness, efficiency, empathy, style, design, and price) (Keller, 2001). On the other hand, brand imagery (e.g., user profiles, purchase and usage situations, personality, values, history, heritage, and experience) describes how the consumers abstractly think about a brand. Accordingly, to achieve the third step- eliciting positive consumer responses toward the brand, the duality of brand associations results in the rational and emotional responses (Keller, 2016). The rational responses judge the overall brand quality, credibility, consideration, and superiority, while the emotional responses represent warmth, fun, excitement, security, social approval, and self-respect (Keller, 2001). The last step- maintaining the brand-consumer relationship can be achieved by enhancing sense of community, attitudinal attachment, behavioral loyalty, and active engagement (Keller, 2001). Keller's (2001) model highlights the rational and emotional brand image and brand responses routes and discusses the cross-over effects between the two routes. It has been widely used in the business industries (e.g., Procter & Gamble's global brand tracking system) (Keller, 2016).

Figure 3. Keller's (2001) Brand Resonance Model (Graphic Source: Keller (2001))

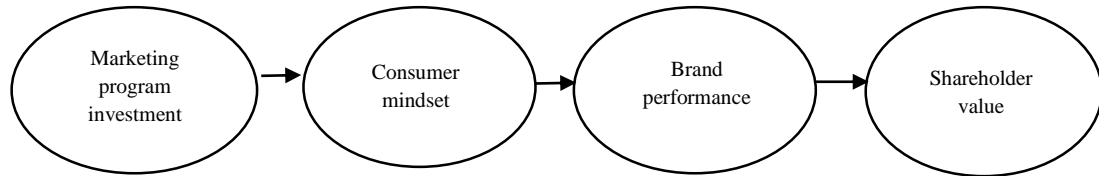


#### 1.2.4. Keller & Lehmann's (2003) Brand Value Chain Model

Brand value chain model developed by Keller and Lehmann (2003) discusses “the financial impact of marketing expenditures and investments to create loyal consumers and strong brand” (Keller, 2016, p. 5). It benefits the industrial professionals to comprehensively understand the brand value creation process and the financial impacts from marketing expenditures and investments on improving consumer loyalty and building the strong brand (Keller, 2016). Given the assumption of brand value eventually residing with consumers, the brand value creation process starts from the firm's investment in a variety of marketing activities. The marketing activities intervene in consumer mindset toward the brand (e.g., what the consumers think and how they feel about the brand) (Keller & Lehmann, 2003). In turn, it may influence the brand marketing performance that is measured by price premiums, price elasticities, market share, expansion success, cost structure, and profitability (Keller & Lehmann, 2003). The improved brand marketing performance eventually influences the firm's shareholder value (Keller & Lehmann, 2003) (See Figure 4). In this model, the customer-based brand equity has been

embedded in a firm's brand value creation chain, rather than treated as a construct or an ultimate goal of branding strategy in isolation.

Figure 4. Keller & Lehmann's (2003) Brand Value Chain Model



### 1.3. Other Customer-based Brand Equity Studies

Some other scholars have developed the customer-based brand equity models from the different perspectives. For example, Yoo, Donthu, and Lee's (2000) brand equity creation process model included the selected marketing mix constructs (i.e., price, store image, distribution intensity, advertising spending, and price deals) and discussed the impacts of marketing managerial efforts on creating, maintaining, and expanding brand equity. Šerić, Gil-Saura, and Mikulić (2017) provided an empirical study exploring the brand equity building process by using a hotel sample and found that brand image and loyalty had significant impacts on overall brand equity. Wang and Finn (2013) distinguished the latent construct of customer-based brand equity into formative and reflective dimensions. Compared to the direct measurements of brand equity founded in the earlier studies, the indirect measurement methods through brand equity's demonstrable dimensions resolve brand reparability problem and bring the managerial value (Christodoulides & De Chernatony, 2010). However, the diverse customer-based brand equity dimensions developed by a set of studies may lead to the dimensionality debates regarding their validity. Table 3 cites brand equity studies presented on Taleghani and Almasi (2011).

Table 3. Cited studies of customer-based brand equity

Author(s)	Dimensions of CBBE	Findings
Keller (1993)	Brand awareness, brand image	When the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in the memory, then customer-based brand equity occurs.
Park & Srinivasan (1994)	Brand associations (attribute-based and non-attribute-based component of brand equity)	The non-attribute-based component of brand equity appears to play a more dominant role in determining a brand's equity.
Lane & Jacobson (1995)	Brand attitude, brand name familiarity	The stock market participants' responses to brand extension announcements depend on brand attitude and familiarity.
Cobb-Walgren et al. (1995)	Perceived quality, brand awareness, brand associations, advertising awareness	The brand with greater advertising budget yielded substantially higher levels of brand equity. In turn, the brand with the higher equity generated significantly greater preference and purchase intentions.
Aaker (1996)	Brand loyalty, perceived quality, brand awareness, brand associations	Four dimensions of brand equity represent customer perceptions of the brand and could be applied across markets and products.
Yoo et al. (2000)	Brand loyalty, perceived quality, brand awareness/associations	Brand equity is positively related to perceived quality, brand loyalty, and brand associations. The relationship of perceived quality and brand associations to brand equity is much weaker than the relationship of brand loyalty to brand equity.
Berry (2000)	Brand awareness, brand meaning (customer's dominant perceptions)	Positive service brand equity emerges from the synergy of brand awareness and brand meaning.
Yoo & Donthu (2001)	Brand loyalty, perceived quality, brand awareness/associations	A multidimensional brand equity scale is validated across Americans, Korean Americans and Koreans samples.
Bravo Gil et al. (2007)	Brand loyalty, perceived quality, brand awareness, brand associations	Brand loyalty is much closer to the concept of overall brand equity than brand awareness-associations and perceived quality.
Atilgan et al. (2009)	Brand loyalty, perceived quality, brand awareness, brand associations, brand trust	Emergence of brand trust as a new dimension instead of brand awareness complies well with recent literature on global branding.
Mishra & Datta (2011)	Brand name, brand communication, brand association, brand personality, brand awareness, brand image, perceived brand quality, brand loyalty	Importance of the effect of the brand assets treated as antecedents like brand name, awareness, personality and consequences like brand preference and purchase intention on customer based brand equity.

Source: Taleghani & Almasi (2011)

## 2. Brand Extension Related Studies

The concept of brand extension refers to the “use of established brand names to launch new products” (Völckner & Sattler, 2006, p. 18). When a firm launches a new product/service to pursue market expansions and generate more revenue, it may choose to initiate the new product/service either with an established brand name (a.k.a. brand extension) (e.g., Hilton Garden Inn is a Hilton’s brand extension owned by Hilton Worldwide). As explained earlier, Aaker’s (1991) and Keller’s (1993) models both emphasize the importance of brand associations (Moisescu, 2005) and discuss the impacts of brand extension development. The brand extensions efficiently use different types of brand associations leveraging the brand equity based on an established brand and enhance marketing productivities by taking advantage of consumers’ existing brand knowledge (Aaker & Keller, 1990; Keller, 2002; Rangaswamy et al., 1993). Because the brand is a firm’s valuable asset, it is better for the industrial professionals to capitalize it on the new products/services to reach their multiple operational purposes, such as improving advertising efficiency and market share (Smith & Park, 1992). Attaching the established brand name with the new products/services, the brand extension may also produce feedback effects that either enhance or dilute the parent brand equity (Aaker, 1991; Dacin & Smith, 1994; Swaminathan, 2003).

### 2.1. Types of Brand Extensions

Co-branding and brand extension are two popular approaches to leverage the brand equity (Aaker & Keller, 1990; Washburn, Till, & Priluck, 2000). Co-branding is a strategy that pairs “two or more branded products (constituent brands) to form a separate and unique product (composite brand)” (Washburn et al., 2000, p. 591), such as the McDonald’s Mcflurry with M&M’s candies. Working as a brand alliance strategy, the co-branding partners become beneficiary regardless of the low or high brand equity perceived by the consumers before brand alliance (Washburn et al., 2000). Simonin and Ruth (1998) argued that consumers’ attitudes

toward the composite brand influenced their attitudes toward the constituent brands. On the other hand, brand extension refers to “the use of established brand names to enter new product categories or classes” (Keller & Aaker, 1992, p. 35), such as Energizer battery company extended its brand to flashlights product. Some studies treat co-branding as a special case of brand extension (Park, Jun, & Shocker, 1996). Some studies have classified the brand extension into two types, named as category extension and line extension (Farquhar, 1989; Farquhar, Herr, & Fazio, 1990). Compared with the category extension that applies the established brand name to the new product category (Farquhar et al., 1990; Tauber, 1981), the line extension refers to “a current brand name is used to enter a new market segment in its product class” (Aaker & Keller, 1990, p. 27). The consumers’ judgments toward the category extensions are raised from their perceived fits between the parent brand category and the extension category (Aaker & Keller, 1990). Similarly, some studies divide the brand extension as the horizontal extension and the vertical extension based on the product category (Pitta & Prevel Katsanis, 1995). The horizontal extension refers to “either apply or extend an existing product’s name to a new product in the same product class or to a product category new to the company” (Pitta & Prevel Katsanis, 1995, p. 60). Accordingly, it includes line extension and franchise extension. The line extension mentioned by Pitta and Prevel Katsanis (1995) has the same scope with Aaker and Keller’s (1990). The vertical extension introduces “a related brand in the same product category but with a different price and quality balance” (Pitta & Prevel Katsanis, 1995, p. 60). That is, the vertical brand extension is introduced either above or below the parent brand price or quality levels (Musante, 2007). The vertical brand extension is a popular marketing strategy in the lodging industry, especially in the chain hotels (Lim, 2013). The sub-branding and nested branding are two branding strategies that associate the extensions to the parent brand (Bhat et al., 1998). The sub-branding refers to “a new brand name is used adjacent to an existing brand name,” and the nested branding refers to “a new product is merely introduced by an existing brand” (Bhat et al.,

1998, p. 41). Targeting the different market segments, the hotel chains usually launch a set of sub-brands and attempt to leverage their established brand names to the sub-brands (Lim, 2013).

## 2.2. Drivers of Brand Extension Success

The success of brand extension encounters high uncertainty and suffers the failure risk (Batra, Lenk, & Wedel, 2010; Keller, 2003; Völckner & Sattler, 2006). Therefore, it is necessary to investigate the determinants of brand extension success to implement the effective and efficient brand extension strategy. Völckner and Sattler (2006) provided a comprehensive review of the key determinants from the facets of parent brand characteristics, brand extension's marketing context, the relationship of parent brand and extension product, and brand extension's product category characteristics (See Table 4). Except for the brand extension's marketing context, other key determinants can be summarized as a set of brand associations.

Table 4. Determinants of brand extension success

Determinants of brand extension success	Studies
Parent brand characteristics	
Parent brand quality	Smith & Park (1992)
Previous brand extension history	Dacin & Smith (1994)
Parent brand conviction	Kirmani, Sood, & Bridges (1999)
Parent brand experience	Swaminathan, Fox, & Reddy (2001)
Brand extension's marketing context	
Marketing support	Reddy, Holak, & Bhat (1994)
Retailer acceptance	Nijssen (1999)
Relationship between parent brand and brand extension	
Fit	Aaker & Keller (1990)
Linkage of utility of parent brand to product attributes of original product category	Broniarczyk & Alba (1994)
Brand extension's product category characteristics	
Perceived risk	Nijssen & Bucklin (1998)
Consumer innovativeness	Klink & Smith (2001)

Source: Adopted from Völckner & Sattler (2006)



### 2.3. Consumer Evaluations toward Brand Extensions

Consumer evaluations toward brand extensions have been extensively studied (Aaker & Keller, 1990; Dacin & Smith, 1994; Park, Milberg, & Lawson, 1991; Michel & Donthu, 2014). The horizontal extensions have gained popularity, whereas the vertical extensions have received less attention (Lim, 2013). Aaker and Keller (1990) contributed to exploring the mechanism of consumer attitudes formalization toward the brand extensions. Aiding to establish the brand equity, the consumer attitudes serve as the important role of brand extension success (Boush & Loken, 1991; Pitta & Prevel Katsanis, 1995). When consumers hold the positive beliefs of the parent brand, the beliefs may transfer to brand extensions (Aaker & Keller, 1990). Based on categorization theory, the consumers easily transfer their attitudes toward a parent brand to its brand extensions because they are categorized by the brand name (Keller, 2002; Lim, 2013). The perceived fit between two product categories (i.e., transferability, complement, and substitute), the parent brand quality, and the perceived extension difficulty have been investigated as the primary determinants of consumers' attitudes formation (Aaker & Keller, 1990).

A majority of the marketing studies related to the brand extension have focused on the antecedents, processes, and consequences of the brand extension evaluations (Yorkston, Nunes, & Matta, 2010). According to Yorkston et al. (2010), there are four streams focusing on the antecedents and processes in the brand extension related studies from 1995 to 2010, including the conceptualizations of perceived fit or similarity, the effects of context variables, the communication strategies for brand extension success, and the consumer-level differences. As a consequence, the attitudes toward the brand extensions influence the marketplace behavior (Czellar, 2003). For example, the attitudes positively affect consumers' purchase intentions toward brand extensions (Bhat & Reddy, 2001). Additionally, the brand extension evaluations may generate the feedback effects on the parent brand and extension category attitudes (Czellar, 2003). Summarized by Kumar (2005), the positive feedback effects can enhance consumers'

memory structures about the parent brand (Morrin, 1999), strengthen the brand-specific associations (Dillon et al., 2001), induce the brand trials among the nonusers (Swaminathan et al., 2001), and improve brand choice share (Balachander & Ghose, 2003). The negative feedback effects may affect brand extension strategy's success from multiple paths. For example, the brand extensions possibly dilute parent brand image (Aaker, 1991). It may increase the firms' risks (Grime, Diamantopoulos, & Smith, 2002), reduce the attribute-specific beliefs, and further diminish the market share (Loken & John, 1993). The negative associations from brand extensions that consumers perceive can be transferred to the parent brand (Aaker & Keller, 1990). For example, the vertical-downward brand extensions have a lower price and/or quality than the parent brand. As consumer accessibility and awareness get raised, it creates the confusion regarding the parent brand's quality that the consumer always believes (Kapferer & Bastien, 2009; Kim et al., 2001; Loken & John, 1993; Tauber, 1988). The perceived inconsistent information makes consumers re-evaluating the parent brand's price and quality (Kim et al., 2001). If the consumers perceive any misfits, then it may cause the parent brand dilution (Loken & John, 1993).

### 3. Conceptual Framework and Hypotheses

#### 3.1. Two Constructs in Brand Associations

The term "brand association" is an essential concept in customer-based brand equity studies (Christodoulides & De Chernatony, 2010; Keller, 2003). Being one of the five dimensions in Aaker's (1991) brand equity model, the concept of brand association consists of eleven types, which include product attributes, intangibles, customer benefits, relative price, use/applications, user/customer, celebrity/person, lifestyle/personality, product class, competitors, and country/geographic area (p. 114). They facilitate the efficiency of consumers' brand information processing and retrieving, contribute to the abstract and concrete brand differentiation, strengthen the buying process, generate the positive attitudes, and promote the implementation of the brand

extension strategy in the market (Aaker, 1991). The brand associations create the value for both the consumers and firms (Aaker, 1991). Keller (1993) treated the brand association as a key component in brand knowledge's conceptual framework. Rooted in the associative network memory theory (Anderson, 1983; Collins & Loftus, 1975), the view of brand knowledge provides an integrative insight regarding the consumers' mindsets in response to the brand marketing activities. The term "brand association" represents consumer perceptions of a brand in their memories (Keller, 1993). Brand associations are considered as "the informational nodes linked to the brand node in memory and contain the meaning of the brand of consumers" (Keller, 1993, p. 3). The dimensions of the brand associations can be classified by using the level of abstraction to count the information summarized in the associations (Alba & Hutchinson, 1987; Chattopadhyay & Alba, 1988). Therefore, Keller (1993) conceptually discussed three primary brand associations (i.e., attributes, benefits, and attitudes), and claimed the importance of the favorability, strength, and uniqueness of the brand associations.

#### 3.1.1. Associative Network Theory

The associative network theory rooted in cognitive psychology is the fundamental of brand associations' studies. Based on the associative network theory, the mechanism of human knowledge storage has involved the associative networks in the memories (Anderson, 1983; Collins & Loftus, 1975). The nodes and the links between the nodes are two key components in the human memory associative network. Being the core unit of the stored information, a brand name can be considered as a memory node. The brand associations bridge the linked nodes (Hoeffler & Keller, 2003). Collins and Loftus (1975) introduced the memory spreading-activation mechanism. A memory node becomes activated and spreads the activation message to other connected nodes after receiving the stimulus. After its connected nodes have been activated, those activated nodes start to work as the new stimulus nodes and spread the activations to more connected nodes. The spreading degree relies on the distance of between the to-be-activated-node

and the first stimulus node (Collins & Loftus, 1975). The strength of the brand associations fades as the distance spreading further. If the brand associations are centered on a focal brand node, they are called as the primary or first-order brand associations. Keller (1993) described them as the belief associations based on the consumers' product/service perceptions. The secondary or second-order brand associations are built upon the primary associations. They link the company, the country of origin, the distribution channels, and the celebrities/events to the focal branded product/service. Because the consumers' beliefs and attitudes can transfer from such secondary entities to the focal branded product/service, the secondary brand associations influence the success of building a strong brand. The associations "between brand and attributes can be considered as the first-order associations, and attribute-to-attribute associations are regarded as secondary associations" (Chen, 2010, p. 44).

### 3.1.2. Brand Performance

The concept of brand performance is relatively inclusive. The commonly investigated market-based brand performance includes sales growth, the market share, and the relative price, which may further financially turn into brand profitability (Chaudhuri & Holbrook, 2001; Lai et al., 2010). The brand performance dimensions include perceived quality, innovation, superior service, and differentiation (Doyle, 1989; Egan & Guilding, 1994). Ehrenberg, Uncles, and Goodhardt (2004) summarized the types of brand performance measures from the prior studies (e.g., Bucklin & Gupta, 1999; Wansink & Sudman, 2002), which include brand-size-related measures (e.g., market share and market penetration), loyalty-related measures, and switching-related measures. In the context of the lodging industry, the hotel brand-performance index that includes satisfaction, return intent, price-value relationship, and preference has been introduced in a customer-centric framework (Prasad & Dev, 2000). The brand performance indices have been applied to assess the outcomes from the brand-related marketing strategies (e.g., environmental associations).

Keller (2001) described the term “brand performance” more specifically that related to “the ways in which the product or service attempts to meet customers’ more functional needs” (p. 10). Described in the previous section, the content of brand meaning has been discussed in the Keller’s (2001) brand resonance model. Moving forward from the brand salience, the brand meaning captures the brand associations in the consumers’ mindsets from two different routes, the “functional, performance-related considerations” and the “abstract, imagery-related considerations” (Keller, 2001, p. 9). Therefore, the brand performance focuses on the intrinsic properties of the brand regard to the inherent product/service characteristics in this study. The brand performance (i.e., primary characteristics and secondary features, product reliability, durability, and serviceability, service effectiveness, efficiency, and empathy, style and design, and price) creates the brand differentiation for the firms (Keller, 2001).

#### 3.1.2.1. Brand Attribute-level Performance

According to Keller (1993)’s customer-based brand equity model, attributes, benefits, and attitudes are three types of brand associations. The brand attribute-level performance has been extensively studied in the field of consumer satisfaction. For example, Kano et al. (1984) classified quality attributes into three groups, basic group, excitement group, and performance group to assess their different impacts on the consumer satisfaction through the importance-performance analysis (IPA). Mittal, Ross, and Baldasare (1998) gave the reasons of assessing multi-attributes in the consumer satisfaction studies. First, the consumers more likely evaluate their consumption experience at the attribute level rather than at the product level (Gardial et al., 1994; Mittal et al., 1998). Second, the multi-attributes allow the scholars conceptualizing the observable phenomena and distinguishing consumer’s mixed perceptions regard to a whole piece of the product (Mittal et al., 1998). Third, using multi-attribute scale generates the higher level of specificity and diagnostic usefulness rather than using the overall evaluations (LaTour & Peat, 1979; Mittal et al., 1998; Slevitch & Oh, 2010; Wittink & Bayer, 1994). Similarly, these reasons

may be applied to investigate how the multi-attribute performance influence a consumer overall perceived brand quality.

The product-related attributes that represent product physical composition or service requirement are defined as “the ingredients necessary for performing the product or service function sought by consumers” (Keller, 1993, p. 4). Because the product-related attributes are contingent by the product/service categories (Keller, 1993), they are unable to be identified generically (Low & Lamb, 2000). For example, the consumer experience is composed of the hotel tangible products and intangible services in the context of lodging industry (Slevitch & Oh, 2010). The hotel attributes can be classified as core and facilitating attributes (Slevitch & Oh, 2010). The core attributes are the baseline to meet consumers’ expectations (e.g., room cleanliness and safety), while the facilitating attributes describe the service professionalism and service recovery speed (Yen & Tang, 2015). The different attributes have been investigated having different impacts on overall consumer satisfaction. Consumers perceive the quality based on the key attributes they evaluate as the important (Yang, Jou, & Cheng, 2011).

#### 3.1.2.2. Measuring Hotel Brand Attribute-level Performance

Table 5 presents the reviewed measurement items and scales of hotel brand attribute-level performance. Qu, Ryan, and Chu (2000) developed 33 items to measure 402 international travelers’ perceptions toward the Hong Kong hotel service and facility attributes. These items were developed based on a large number of prior studies (e.g., Ananth et al., 1992; Parasuraman, Zeithaml, & Berry, 1985; Wilensky & Buttle, 1988). They were factored into six dimensions which include the quality of staff performance, quality of room facilities, variety and efficient services, business-related services, value for money, and safety and security. A seven-point Likert scale was used (1=strongly disagree; 7=strongly agree). Similarly, Choi and Chu (2001) identified 29 Hong Kong hotel attributes and employed the factor analysis method to classify these attributes into seven dimensions which are staff service quality, room quality, general

amenities, business services, value, security, and IDD facilities. The measurement instruments in Slevitch and Oh (2010) follows the classification of core and facilitating attributes. There are eight items capturing the essential hotel product attributes and the service-related attributes. Albayrak and Caber (2015) used the consumer satisfaction survey to capture the nine attributes from the Russian tourists' international tours.

Table 5. Measurement items and scales of hotel brand attribute-level performance

Measurement Dimensions	Measurement Items	Measurement Scale	Author(s)
	Personnel Food & beverage quality Decoration of the rooms Overall cleanliness Swimming pool Animation activities Facilities for children Technical status of the hotel and rooms Beach	A 5-point scale with 1 as "strongly disagree", and 5 as "strongly agree"	Albayrak & Caber (2015)
Core Attributes	Cleanliness Bed/pillows Front desk Safety and security	A 7-point scale with 1 as "poor", and 7 as "excellent"	Slevitch & Oh (2010)
Facilitating Attributes	Personalized services  Hot tub/sauna Public areas Complimentary snacks		
Staff service quality	Staff are polite and friendly. Staff are helpful. Staff understand your requests. Staff provide efficient service. Check-in/checkout are efficient. Staff have multi-lingual skills. Staff have neat appearance.	A 7-point scale with 1 as "strongly disagree", and 7 as "strongly agree"	Choi & Chu (2001)
Room Quality	Bed/mattress/pillow are comfortable. In-room temperature control is of high quality. Room is clean. Room is quiet.		
General Amenities	Valet/laundry service is efficient.		

	Room service is efficient.		
	Food & Beverage facilities are of great variety.		
	Wake-up call is reliable.		
	Information desk is available.		
	Food & beverage are of high quality.		
	Mini-bar is available.		
Business Services	Business-related meeting rooms are available.		
	Business-related facilities are available.		
	Secretarial service is available.		
Value	Hotel food & beverages are value for money.		
	Room is value for money.		
	Hotel is part of a reputable chain.		
	Hotel provides comfortable ambiance.		
Security	Security personnel are responsible.		
	Loud fire alarms are reliable.		
	Safe box is available.		
IDD Facilities	International direct dial is available.		
Quality of staff performance	Staff are polite and friendly.	A 7-point scale with 1 as "strongly disagree", and 7 as "strongly agree"	Qu et al. (2000)
	Staff are helpful.		
	Staff understand your requests.		
	Staff provide efficient service.		
	Check-in/checkout are efficient.		
	Staff have multi-lingual skills.		
	Staff have neat appearance.		
Quality of room facilities	Bed/mattress/pillow are comfortable.		
	In-room temperature control is of high quality.		
	Room is clean.		
	Room is quiet.		
Variety & efficient services	Valet/laundry service is efficient.		
	Room service is efficient.		
	Food & beverage facilities are of great variety.		
	Wake-up call is reliable.		
	Information desk is available.		
	Food & beverage are of high quality.		
	Mini-bar is available.		
Business related services	Business-related meeting rooms are available.		



	Business-related facilities are available.
	Secretarial service is available.
Value for money	Hotel food & beverage are value for money.
	Room is value for money.
	Hotel is part of a reputable chain.
	Hotel provides comfortable ambiance.
Safety & Security	Security personnel are responsible.
	Loud fire alarms are reliable.
	Safe box is available.

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### 3.1.3. Brand Imagery

The term “brand imagery” captures another facet of the brand meaning (Keller, 2003). It “deals with the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers’ psychological or social needs” (Keller, 2003, p. 11). Involving the higher abstract level, brand imagery describes a brand’s intangible characteristics and emphasizes how the consumers think about a brand (Keller, 2003). Keller (2003) classified the concept of brand imagery into four categories which are user profiles, purchase and usage situations, personality and values, and history, heritage and experience.

To access the insight of brand imagery, it is necessary to clarify the distinction between two concepts, brand image, and brand imagery. Although the brand image has been investigated for decades, it still lacks a universal definition (Dobni & Zinkhan, 1990). Based on Keller (1993), the brand image refers to “a set of perceptions about a brand as reflected by the brand associations held in the consumer’s memory” from the consumer’s perspective (p. 3). Being an encompassing concept, there are multiple possible elements in the set of brand image (e.g., symbols, brand-consumer relationship, emotional benefits, self-expressive benefits, user and usage imagery, country-of-origin, organizational associations) (Aaker, 1996; Batra, Lehman, & Singh, 1993). Even though brand image and brand personality are two interchangeable concepts (Batra et al., 1993), brand personality has a relatively narrow range that focuses on the human characteristics associated with a brand (e.g., consumers’ demographics, lifestyles, and human

personality traits) (Aaker, 1996; 1997). Brand personality discloses “the way in which a consumer perceives the brand on dimensions that typically capture the personality extended to the domain of brands” and humanizes the brand image (Batra et al., 1993, p. 84).

The concept of brand imagery consists of user and usage imagery that are used to evoke the images and associations about the brand personality. The user imagery describes “the user of the brand with personality traits and conveys the profile and characteristics of the typical consumer of the product or service” (Keller, 1993, p. 4). This profile includes demographic and psychographic information (Keller, 2003). The usage imagery describes the context of the brand being used (Keller, 1993). The user imagery and usage imagery represent the non-product-related attributes such as the brand personality attributes in the brand associations (Keller, 1993). The brand personality is raised by the user and usage situation and can evoke the consumers’ emotions (Plummer, 1985).

#### 3.1.3.1. Brand Personality

Brand personality refers to “the set of human characteristics associated with a brand” (Aaker, 1997, p. 347). As a key concept in consumer behavior research, exploring the insight of brand personality allows the scholars to find out the cognitive mechanisms how the consumers express their self, the ideal self, and the specific dimensions of the self through using a brand (Belk, 1988; Kleine, Kleine, & Kernan, 1993; Malhotra, 1988). These mechanisms associate the consumers’ social stimuli perceptions to the marketing stimuli perceptions (Aaker, 1997; Caprara, Barbaranelli, & Guido, 2001). The studies related to the brand personality have been inspired by human personality research. By using the psychological approach to developing thousands of human personality attributes, a personality model with five traits (a.k.a. Big Five Factors) had been established from factor analysis. The five personality traits consist of extroversion, agreeableness, conscientiousness, emotional stability, and openness to experience (Goldberg, 1982; Hofstee, De Raad, & Goldberg, 1992). Similarly, the psychological approach had been

used to develop the perceived brand personality (Caprara et al., 2001). One of the influential studies, Aaker (1997) identified five brand personality dimensions in a cross-category framework and measured them with reliable, valid, and generalizable scales (Baloglu, Henthorne, & Sahin, 2014). The five factors are sincerity, excitement, competence, sophistication, and ruggedness (Aaker, 1997). Furthermore, the corresponding brand personality inventory (BPI) includes 42 personality traits (Aaker, 1997). Table 6 presents the contents of Aaker's (1997) brand personality. However, human personality and brand personality are not analogous. The human personality relies on both the implicit and actual components, whereas brand personality must be judged by the consumers. Therefore, the brand personality relies on how the consumers' perceptions match the marketing strategies (Sung & Tinkham, 2005). Beyond directly transferring the human personality traits to the brand (McCracken, 1989), the personality traits can be indirectly transferred to the brand through "the product-related attributes, product category associations, brand name, symbol or logo, advertising style, price, and distribution channel" (Aaker, 1997, p.348; Batra et al., 1993) and the demographic characteristics (Aaker, 1997).

Table 6. Brand personality dimensions and contents

Brand personality dimension	Contents
Sincerity	Down-to-earth, honest, wholesome, cheerful
Excitement	Daring, spirited, imaginative, up-to-date
Competence	Reliable, intelligent, successful
Sophistication	Upper class, charming
Ruggedness	Outdoorsy, tough

Source: Aaker (1997)

Brand personality is a vehicle of symbolic meaning and self-expression function (Aaker, 1997; Keller, 1993). It allows projecting the human personality to the nonhuman entities (Messent & Serpell, 1981). The process of consumers perceiving brand personality reflects that they build or re-affirm the own self-concept (Aaker, 1999). The self-concept refers to "the totality of the individual's thoughts and feelings having reference to himself as an object" (Rosenberg,

1986, p. 7). To keep the consistent relationship between the consumers' self-images and the behaviors, as well as to satisfy the needs of their self-expressions, the consumers usually accept the brands with the images similar to their perceived self-concept (Sirgy, 1982; Su & Tong, 2015). The marketing strategies that associate personality traits with the brands can make the enduring and distinct effects (Aaker, 1997). Therefore, brand personality is not only the key to distinguish a brand within a product category, but also differs a brand from its competitors (Maehle & Shneor, 2010). Additionally, brand personality is a key to building the brand-consumer relationships (Aaker & Fournier, 1995). The brand personality associates with the consumers and the brands in emotions, souls, and minds in the brand information processing stage (Aaker & Fournier, 1995).

#### 3.1.3.2. Measuring Brand Personality

Aaker (1997) pointed out two scales used to measure and examine the brand personality. The ad hoc scales usually include a set of personality traits. They lack the reliability and validity. Similarly, the scales based on human personality scales lack the validity as well (Aaker, 1997). As the most cited study related to brand personality, Aaker (1997) used a variety of sources to generate multiple descriptors that reduce brand personality traits to a manageable number (Avis, 2012). These items have been generalized in the measurement of a range of the U.S. brands from different product categories. Aaker's (1997) cross-category framework and scale reflect consumer purchase preference for self-expression purpose. Although the critiques have been raised toward Aaker (1997)'s brand personality measures and scales, they have been still widely used in the brand personality-related studies (Freling, Crosno, & Henard, 2011; Lin, 2010). According to the studies I have reviewed, some other scholars have developed alternative brand personality dimensions (See Table 7). For example, Bosnjak, Bochmann, and Hufschmidt (2007) started from the person-centric perspective, identified four brand personality dimensions (i.e., drive, conscientiousness, emotion, and superficiality), and proposed a 20-item parsimonious

measurement instrument. This instrument attempts to resolve the lack of cross-cultural robustness from Aaker's (1997) framework and explores the negative valenced brand personality traits. Geuens, Weijters, and De Wulf (2009) developed the new measurement of brand personality that excluded the non-personality items from the Aaker's (1997) and improved the scale reliability and validity.

Table 7. Measurement items and scales of brand personality

Measurement dimensions	Measurement items	Measurement scales	Author(s)
Responsibility	10 items	A 7-point Likert scale with 1 as "no characteristic for the brand at all", and 7 as "very characteristic for the brand"	Geuens et al. (2009)
Activity	7 items		
Emotionality	3 items		
Aggressiveness	3 items		
Simplicity	2 items		
Drive	8 items	A 5-point Likert scale with 1 as "not at all descriptive", and 5 as "extremely descriptive"	Bosnjak et al. (2007)
Conscientiousness	4 items		
Emotion	4 items		
Superficiality	4 items		
Sincerity	11 items	A 5-point Likert scale with 1 as "not at all descriptive", and 5 as "extremely descriptive"	Aaker (1997)
Excitement	11 items		
Competence	9 items		
Sophistication	6 items		
Ruggedness	5 items		

Source: Adopted from Avis (2012)

### 3.2. Consumer Responses toward Brand Extension

#### 3.2.1. Perceived Overall Quality

Perceived quality is defined as "the consumer's judgment about a product's overall excellence or superiority" (Zeithaml, 1988, p. 3). Zeithaml (1988) described four basic characteristics of perceived quality. First, it differs from the actual quality. The objective quality is the product's technical superiority (Monroe & Krishnan, 1985), whereas perceived quality involves subjective responses and judgments (Holbrook & Corfman, 1985). Second, the perceived quality involves higher-level abstraction than the attributes (Zeithaml, 1988). The attributes are on the bottom level in the consumer's cognitive structure of storing the product

information (Olson & Reynolds, 1983). The perceived quality is considered as a second-order phenomenon that holds the higher abstraction level (Olson & Reynolds, 1983). Third, the perceived quality is a global assessment. It is the higher level cognitive judgment and evaluates the overall attitude (Olshavsky, 1985). Fourth, the judgment is made within the consumer's evoked set (Zeithaml, 1988).

Perceived quality is a key component in the Aaker (1991)'s brand equity model that influences consumer behavior (Zeithaml, 2000) and further affects the brand extension success (Völckner & Sattler, 2006). The perceived quality gives consumers a reason to purchase a brand because it differentiates the brands (Pappu, Quester, & Cooksey, 2005). The judgments about the brand quality can be generated from the brand name or the direct experience with the brand (Rao & Ruekert, 1994). Based on the signaling theory, the brand-related elements can signal and indicate the quality (e.g., price, country of origin, and brand name) (Rao, Qu, & Ruekert, 1999; Yoo et al., 2000). The perceived service quality is an elusive and abstract construct (Brady & Cronin, 2001; Parasuraman et al., 1985). It refers to "the outcome of an evaluation process, where the consumer compares his expectations with the service he perceives he has received" (Grönroos, 1984, p. 37). Parasuraman, Zeithaml, and Berry (1988) stated that distinguishing service from the product was necessary for understanding service quality because the products and services had different characteristics. Products are tangible, standardized, and the production separates from the consumption. The consumers can use many tangible cues to evaluate the products quality. Services are intangible, heterogeneous, perishable, and simultaneous of production and consumption. Accordingly, consumers may apply other cues along with the tangible evidence to evaluate the service quality.

### 3.2.2. Measuring Perceived Overall Quality

Table 8 presents the reviewed measurement items and scales of perceived overall quality. They review perceived quality as a global construct. To measure perceived product quality, Low

and Lamb (2000) used semantic differential scale “I think that the advertised product is: superior/inferior, excellent/poor, and good quality/poor quality.” To measure the perceived service quality, Babakus, Bienstock, and Van Scotter (2004) adopted from prior literature and used eleven items to measure the perceived store service quality (Cronin & Taylor, 1992; Parasuraman, Berry, & Zeithaml, 1991). Based on the comparison related to the competitors, a five-point scale is used from “XYZ is much better” to “XYZ is much worse.” To measure the holistic perceived service quality from the segment of hotel industry, Oh (1999) adopted and used a 6-point scale from “much worse than expected” to “much better than expected” from Oliver (1981), and considered this measurement as “a result of a conceptual synthesis between SERVQUAL’s definition of service quality and the expectancy model’s subjective disconfirmation” (Oh, 1999, p. 73).

Table 8. Measurements items and scales of perceived overall quality

Categories	Measurement items	Measurement scales	Author(s)
Product	I think that the advertised product is superior/inferior.  I think that the advertised product is excellent/poor. I think that the advertised product is good quality/poor quality.	A semantic differential scale	Low & Lamb (2000)
Service	Always improving their customer service  Quality of the people working in the store Providing customer service faster than in the past Providing accurate information to you Quality of the service provided Willing to try new things in the way to do business Having your best interest in mind  Quality of the store Living up to the promise they make in their advertising	A 5-point Likert scale with 1 as "much worse", and 5 as "much better"	Babakus et al. (2004)

	Informing you about new products and services Actively seeking your feedback about the way they do business		
Hotel	This hotel was	A 6-point Likert scale with 1 as "much worse than expected", and 6 as "much better than expected"	Oliver (1981); Oh (1999)

### 3.2.3. Relationship between Brand Extension's Attribute-level Performance and Perceived Overall Quality toward Brand Extension

*Cue Utilization Theory.* The cue utilization theory provided theoretical support of the relationship between the brand extension's attribute-level performance and perceived overall quality toward brand extension. A cue refers to "any informational stimulus about or relating to the product, service or purchase context" (Feng, 2011, p. 8). Cue utilization theory describes that a set of cues from the product can become the indicators of consumers' perceptions regard to the stored brand quality (Cox, 1967; Richardson, Dick, & Jain, 1994; Olson & Jacoby, 1972). A cue's predictive value and confidence value provide the "degree to which consumers associate a given cue with product quality," and the "degree to which consumers have confidence in their ability to use and judge that cue accurately" respectively (Richardson et al., 1994, p. 29). That means a cue with high predictive and confidence value can be greatly weighted when the consumers evaluate perceived product quality (Richardson et al., 1994).

There are two types of cues discussed in the prior literature, including extrinsic cues and intrinsic cues (Olson & Jacoby, 1972, Richardson et al., 1994). The extrinsic cues refer to the product-related attributes (e.g., price, brand name, store name, and packaging), whereas the intrinsic cues represent the characteristics of the product (e.g., ingredients, taste, smell, and texture) (Collins-Dodd & Lindley, 2003; Richardson et al., 1994). The extrinsic and intrinsic cues influence consumers' perceived quality assessments (Olson & Jacoby, 1972). The extrinsic cues have been argued to explain more variance than the intrinsic cues in the product quality



perceptions (Collins-Dodd & Lindley, 2003; Richardson et al., 1994). However, the inherent cues may play more important roles when the consumers have greater confidence in the product at the purchase time and when they are highly involved in the judgment process (Maheswaran, Mackie, & Chaiken, 1992; Sprott & Shimp, 2004; Zeithaml, 1988). Accordingly, if the consumers are unable to assess the intrinsic cues or have the lower involvement in the judgment process, they more rely on the extrinsic cues to evaluate the product quality (Maheswaran et al., 1992; Sprott & Shimp, 2004). Based on my research purposes, this study focuses on the perceptions of the consumers who have the consumption experience in the branded hotels. Their experience consists of tangible products and intangible services (Slevitch & Oh, 2010) in the hotel brand extension context. The multi-dimensional hotel attributes can serve as the extrinsic and intrinsic cues to consumers. Therefore, Hypothesis 1 is proposed.

Hypothesis 1 (H1): Hotel brand extension's attribute-level performance positively relates to perceived overall quality toward brand extension.

#### 3.2.4. Relationship between Brand Extension's Brand Personality and Perceived Overall Quality toward Brand Extension

*Self-congruity Theory.* Self-concept refers to "the totality of individual's thoughts and feelings having reference to himself as an object" (Rosenberg, 1986, p. 7). Sirgy (1982) proposed four dimensions of the self-concept to explain consumer's choice behavior, which are actual self-concept, ideal self-concept, social self-concept, and ideal social self-concept. The consumers are more likely willing to choose the brands similar to how they see or would like to see themselves (Sirgy, 1982). Extending from self-concept theory, self-congruity theory suggests that "a consumer tends to select products or brands that correspond to one's self-concept" (Usakli & Baloglu, 2011, p. 116). The self-congruity influences the consumers' purchase preferences and intentions (Erickson, 1996; Mehta, 1999). Consumers may prefer the brands or products that are compatible with their self-perceptions (Erickson, 1996). Therefore, the self-congruity enhances

consumers' positive attitudes and evaluations toward the brands and products (Erickson, 1996; Graeff, 1996; Sirgy, 1982).

Brand personality describes how the consumers perceive the brand in their mindsets (Sung & Kim, 2010). As one of the brand management objectives, it can be considered as a powerful tool to strategically generate the differentiation from the marker competitors (Aaker, 1997; Siguaw, Mattila, & Austin, 1999). The brand personality contributes to the brand equity (Aaker, 1996; Yoo & Donthu, 2001). Siguaw, Mattila, and Austin (1999) mentioned that the well-established brand personality could increase the brand preference and usage, tightly tie the emotions to the brand trust and loyalty (Ramaseshan & Tsao, 2007). Das (2014) investigated the positive impact of retailer personality on the perceived quality. The consumers have the high preference with the product's personality matching their self-image (Govers & Schoormans, 2005). Moreover, brand personality's congruity positively affects the consumers' attitudes toward the brands (De Chernatony & Dall'Olmo Riley, 1998; Harris & Fleming, 2005). As previously stated, brand personality is measured by a list of five traits, including sincerity, excitement, competence, sophistication, and ruggedness (Aaker, 1997). The consumer perceived quality can be influenced by the product characteristics, such as price, appearance, components and features, advertisements, and brand name (Dodds, Monroe, & Grewal, 1991; Ramaseshan & Tsao, 2007; Rao & Monroe, 1989). Derived from the brand characteristics and marketing communications, brand personality traits also serve as the cues of consumer perceived quality. Louis and Lombart (2010) argued that brand personality influenced perceived brand quality and the attitude toward the brand. Therefore, Hypothesis 2 is proposed.

Hypothesis 2 (H2): Hotel brand extensions' brand personality positively relates to perceived overall quality toward brand extension.

### 3.2.5. Consumer Emotional Responses

The concept of emotion has been well established in the fields of psychology and marketing. Emotions are defined as “mental states of readiness that arise from cognitive appraisals of events or one’s own thoughts” (Bagozzi, Gopinath, & Nyer, 1999, p. 194). Although the terms “emotion”, “affect” and “mood” sometimes are interchangeably used in prior studies, they have the different meanings and scopes. Emotion is an encompassing term that includes the moods and affects, whereas affect is a general mental feeling category that includes emotions, moods, and attitudes (Cohen & Areni, 1991). The moods describe “a phenomenological property of an individual’s subjectively perceived affective state which will refer to the general, pervasive, affective states that are transient and particularized to specific times and situations” (Gardner, 1985, p. 284). Bagozzi et al. (1999) pointed out the differences between the emotion and mood. Compared with emotion, mood has a lower intensity, occurs without intention, and does not associate with the action tendencies (Bagozzi et al., 1999). Besides consumers’ rational judgments, the impacts of consumer emotional responses have gained popularity by marketing scholars, especially in the area of consumers emotionally reacting to the advertising activities and consumer satisfaction (Derbaix, 1995; Phillips & Baumgartner, 2002). The consumers’ emotional states may affect their decision-making. The consumers with positive emotional states may reduce the decision complexity and generate the shorter decision times (Isen et al., 1982).

### 3.2.6. Measuring Consumer Emotional Responses

Schoefer and Diamantopoulos (2009) summarized two approaches to the emotion categorization in psychological studies. One approach is to treat the emotion as the stemming from some discrete emotional categories (Izard, 1992). The emotion is described as the response to the given situation (Richins, 1997). Another approach is using the continuous dimensions to classify the emotion states (Russell & Mehrabian, 1977). Emotions can be captured either as the general dimensions (e.g., positive and negative emotions), or as the sets of the specific emotions

(Barsky & Nash, 2002; Derbaix & Vanhamme, 2003; Escalas & Stern, 2003; Inman & Zeelenberg, 2002; Richins, 1997; Ruth, Brunel, & Otnes, 2002; Tsiros & Mittal, 2000; Verbeke & Bagozzi, 2003). Table 9 presents the reviewed measurement items and scales of consumer emotional responses.

Table 9. Measurements items and scales of consumer emotional responses

Categories	Measurement items	Measurement scales	Author(s)
Arousal	Happy-Unhappy	A 7-point semantic differential scale	Wu, Cheng, & Yen (2008)
	Pleased-Annoyed		
	Hopeful-Despairing		
	Relax-Bored		
	Contented-Melancholic		
	Satisfied-Unsatisfied		
Pleasure	Stimulated-Relaxed		
	Excited-Calm		
	Frenzied-Sluggish		
	Jittery-Dull		
	Wide Awake-Sleepy		
	Around-Unaround		
Positive emotion	Happy	A 5-point Likert scale with 1 as "not at all", and 5 as "very strong"	Price, Arnould, & Deibler (1995)
	Elated		
	Pleased		
	Warm-Hearted		
	Caring		
	Affectionate		
Negative emotion	Loving		
	Sad		
	Sorry		
	Regretful		
Positive emotion	Angry		
	Enjoyment		
	Joy		
	Pleasure		
	Happiness		

Negative emotion	Enraged Incensed Furious Irate Distressed	
	Comfortable	Barsky & Nash (2002)
	Content Elegant Entertained Excited Extravagant Hip (or Cool) Important Inspired Pampered Practical Relaxed Respected Secure Sophisticated Welcome	

### 3.2.7. Relationship between Brand Extension's Attribute-level Performance and Consumer Emotional Responses toward Brand Extension

*Mehrabian-Russell Model.* Mehrabian and Russell (1974) proposed the Stimulus–Organism–Response framework (a.k.a., M-R Model). The model describes the relationship between the environmental stimuli and the behavioral responses mediated by the emotional responses. The consumers' emotional states may determine their further behavior (Donovan & Rossiter, 1982; Mehrabian & Russell, 1974). When the individuals encounter an object or social psychological stimulus, their internal cognitive and emotional states dictate their behavioral responses (Mehrabian & Russell, 1974). The prior studies support the model's validity in the different contexts (Eroglu, Machleit, & Davis, 2001; Foxall & Greenley, 1999; Jang & Namkung, 2009; Mazaheri, Richard, & Laroche, 2010; Mummalaeni, 2005). For example, Lee, Ha, and

Widdows (2011) explored the relationship between the high-technology product attributes and the consumer emotional responses. In their study, the perceptions of the product attributes (e.g., design and performance) serve as the stimuli and contribute to the consumer decision process. The product attributes trigger consumers' internal emotional states. The M-R model has been used to interpret the relationships between the physical environment and the consumer behavior in the hospitality industry. In the context of the upscale restaurant, the perceived dining environment significantly affects consumer emotional responses (Ryu & Jang, 2007). Extending from the environmental stimuli, Jang and Namkung (2009) found that the perceived quality factors positively affected the consumer emotional responses. Therefore, Hypothesis 3 is proposed.

Hypothesis 3 (H3): Hotel brand extension's attribute-level performance positively relates to consumer emotional responses toward brand extension.

#### 3.2.8. Relationship between Brand Extension's Brand Personality and Consumer Emotional Responses toward Brand Extension

Compared with the personality traits that capture the enduring predispositions, the emotions can capture the short-term consciously accessible feelings (Yik & Russell, 2001). There are some studies that explore the relationship between the personality traits and emotion states (Costa, McCrae, & Dye, 1991; Izard et al., 1993; Meyer & Shack, 1989). The personality traits can be considered as the antecedents of the emotions (Costa et al., 1991; Yik & Russell, 2001). Brand personality dimensions may lead to different types of the emotions. The brand personality traits are "the unapprised affects which reflect a brand's affective assets that consumers will later appraise and which will primarily influence the formation of their emotions" (Sung & Kim, 2010, p. 646). For example, the consumers may be emotionally engaged with a brand that has a high sophistication personality level. Additionally, the personality traits, such as agreeableness and conscientiousness are positively related to the positive emotional states and negatively related to

the negative emotional states (Costa et al., 1991). Brand personality has been found to evoke the consumers' emotions in the marketing context (Restall & Gordon, 1993).

The mental representation of social episodes provides theoretical support for this argument. It states that an individual's mental representations can be mainly formed by "the affective characteristics of episode stimuli, rather than by their actual descriptive features" (Sung & Kim, 2010, p. 645). As an individual retrieving the information from memory, the first element showed up is the affective quality of the original input (Zajonc, 1980). Hence, the consumer's mental brand representation may be influenced by the brand affective characteristic (Chaudhuri & Holbrook, 2001). Therefore, Hypotheses 4 is proposed.

Hypothesis 4 (H4): Hotel brand extension's brand personality positively relates to consumer emotional responses toward brand extension.

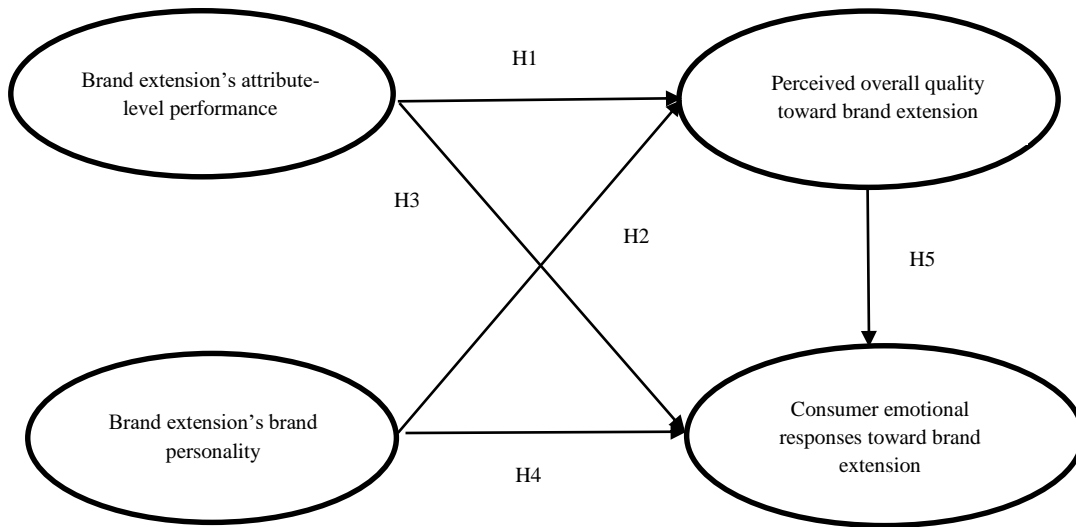
### 3.2.9. Relationship between Perceived Overall Quality toward Brand Extension and Consumer Emotional Responses toward Brand Extension

*Mehrabian-Russell Model.* The Mehrabian-Russell's (1974) model can be used to explain the relationship between the perceived quality and consumer emotional states. In this stimulus-organism-response model, the stimuli are "external to the person and consist of various elements of physical atmosphere" (Bagozzi, 1986; Jang & Namkung, 2009, p. 452). For example, Jang and Namkung (2009) discussed the stimuli in the restaurant context include the tangible and intangible restaurant features (e.g., product attributes, physical environments, and service aspects) and investigated the relationship between the quality-specific stimuli and the consumer emotional states. Because of the intensive interaction between the service providers and the customers, the perceived quality may serve as the stimuli to affect consumer emotional responses (Jang & Namkung, 2009). With the high perceived quality, the customers are willing to experience the enhanced emotions (Kim & Moon, 2009). The customers holding a certain belief regarding the

quality may have the similar emotional responses (Kim & Moon, 2009). Therefore, Hypothesis 5 is proposed.

Hypothesis 5 (H5): The perceived overall quality toward brand extension positively relates to consumer emotional responses toward brand extension.

Figure 5. Hypothesized Framework H1-H5



### 3.3. Consumer Satisfaction toward Brand Extension

#### 3.3.1. Consumer Satisfaction

Consumer satisfaction is defined as the perceived discrepancy between prior expectation and perceived performance after consumption (Oliver, 1980). It is evoked by customers' internal feelings (Leisen & Vance, 2001) and represents their cognitive or affective reactions toward service encounters. Rooted in the expectancy disconfirmation theory (Oliver, 1980), when the actual product/service is better than a customer's expectation, the positive disconfirmation is generated and the satisfaction is presented (Oliver, 1980). Since the purpose of marketing is to satisfy customers' needs and wants, consumer satisfaction has the core role in the marketing activities (Machleit & Mantel, 2001). The consumer satisfaction is often viewed as the key



antecedent of loyalty (Loke et al., 2011). The firm enhances consumer satisfaction to sustain the competitive advantage (Shemwell, Yavas, & Bilgin, 1998).

### 3.3.2. Measuring Consumer Satisfaction

The consumer satisfaction can be viewed as a one-item scale that captures the overall feeling (Crosby & Stephens, 1987; Oliver & Bearden, 1983). However, such a single-item measurement lacks the construct richness (Hu, Kandampully, & Juwaheer, 2009). Therefore, it can be a multi-dimensional construct that is measured by multiple items. The multiple-item measurements can conclude a customer's multiple experiences. For example, Price, Arnould, and Tierney (1995) used a six-item scale to measure service satisfaction. Westbrook and Oliver (1981) used twelve items to measure the consumer satisfaction. Table 10 presents some consumer satisfaction in the literature.

Table 10. Measurements items and scales of consumer satisfaction

Categories	Measurement items	Measurement scales	Author(s)
	Very satisfied to very dissatisfied	7-point bipolar scale	Oliver & Bearden (1983)
	pleased to displeased	7-point bipolar scale	Crosby & Stephens (1987)
	Had some unique or special moments Has special meaning to me Was as good as I expected Was satisfying to me Stands out in my mind as one of my best experiences Was worth the price I paid for it	7-point Likert-type	Price, Arnould, & Tierney (1995)
	This is one of the best experiences I had in  This experience of is exactly what I need This experience of hasn't worked out as well as I thought it would I am satisfied with the experience I have mixed feelings with the	7-point Likert-type	Westbrook & Oliver (1981)

experience  
My choice was a wise one  
If I could do it over again, I would  
not have  
I truly enjoyed  
I feel bad about my decision to  
I am not happy that I decided to  
has been a good experience  
I'm sure it was the right thing for  
me to

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### 3.3.3. Relationship between Perceived Overall Quality toward Brand Extension and Consumer Satisfaction toward Brand Extension

Parasuraman et al. (1988, p. 16) pointed that “perceived service quality is a global judgment, or attitude, relating to the superiority of the service, whereas satisfaction is related to a specific transaction.” The perceived overall quality provides global evaluation regard to a firm’s service delivery system, while the consumer satisfaction reflects the customer’s post-consumption experience (Anderson & Fornell, 1994). The expectancy-disconfirmation theory (Oliver, 1981) stated that the comparisons between the perceptions and expectations of a product/service could generate the consumer satisfaction, which is a function of such disconfirmation. Consumer satisfaction is a criterion variable in the expectancy model. The perceived quality positively influences the feelings of consumer satisfaction. Therefore, Hypothesis 6 is proposed.

Hypothesis 6 (H6): The perceived overall quality toward brand extension positively relate to the consumer satisfaction toward brand extension.

### 3.3.4. Relationship between Consumer Emotional Responses toward Brand Extension and Consumer Satisfaction toward Brand Extension

Since the emotion is viewed as the mental phenomena, it is a function of the evaluation regard to the meaning, causes, consequences, and/or personal implications of a particular stimulus (Westbrook, 1987). Consumer emotional responses can predict their satisfactions and repurchase intentions (Morris et al., 2002). Han and Back (2007) found that hotel guest’s emotions

significantly relate to the repeat patronage. Similar results can be found (Laverie, Kleine, & Kleine, 1993).

Consumer satisfaction not only has the transaction-specific nature but also has the emotional nature (Machleit & Mantel, 2001; Westbrook, 1987). Based on cognitive appraisal theory, customers experience the performance and appraise it. Emotions arise in response to “appraisals one makes for something of relevance to one’s wellbeing” (Bagozzi et al., 1999, p.185). When the perceived performance is better than the expectations, customers will react with positive affect, which has a direct influence on consumer satisfaction. Therefore, consumer emotional responses toward brand extension can form consumer satisfaction toward brand extension. Therefore, Hypothesis 7 is proposed.

Hypothesis 7 (H7): The positive consumer emotional responses toward brand extension positively relate to the consumer satisfaction toward brand extension.

### 3.4. Consumer Brand Loyalty toward Brand Extension

#### 3.4.1. Consumer Brand Loyalty

Consumer brand loyalty is important to help the firms achieve long-term competitive advantages. Consumer loyalty refers to “customer who repurchases from the same service provider whenever possible and who continues to recommend or maintains a positive attitude towards the service provider” (Kandampully & Suhartanto, 2000, p. 346). Consumer loyalty includes attitudinal loyalty and behavioral loyalty. The behavioral loyalty is that the customers intend to repurchase the brand or services over time (Bowen & Shoemaker, 1998). Attitudinal loyalty refers to “a deeply held commitment to rebuy or patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior” (Oliver, 1997, p. 392). It is the customer intention to repurchase and

also recommend other which is the good sign of consumer loyalty. Repurchase and recommend intentions are usually used to indicate consumer loyalty.

### 3.4.2. Measuring Consumer Loyalty

The consumer loyalty can be viewed as a multi-dimensional construct that is measured by multiple items. Repurchase intentions and word-of-mouth are two facets that are contained in the consumer loyalty. Accordingly, Kandampully and Suhartanto (2000) used a 5-point Likert-type scale to measure the intention to recommend and intention to repurchase. Similarly, the price sensitivity is considered by some researchers when measuring the consumer loyalty (e.g., Han & Ryu, 2009). Table 11 presents the measurements and scales of consumer loyalty.

Table 11. Measurements items and scales of consumer loyalty			
Categories	Measurement items	Measurement scales	Author(s)
	Intention to recommend Intention to repurchase	5-point Likert scale (1=strongly disagree and 5=strongly agree)	Kandampully & Suhartanto (2000)
	I would like to come back to this restaurant in the future I would recommend this restaurant to my friends or others I am willing to spend more than I planned at this restaurant	7-point Likert-type scale	Han & Ryu (2009)
	Repurchase intentions Willingness to recommend Price sensitivity	7-point Likert Type scale (1=not at all likely, 7=indicating extremely likely)	Zeithaml et al. (1996)

### 3.4.3. Relationship between Perceived Overall Quality toward Brand Extension and Consumer Brand Loyalty toward Brand Extension

In Keller's (1993) customer-based brand equity model, perceived quality represents consumers' judgments about a product's overall excellence or superiority. It is a global brand value assessment based on consumers' perceptions, and consistent with that of the brand attitude

(Parasuraman et al., 1985). It serves as the antecedent of consumer brand loyalty. The perceived quality has been found positively influencing the purchase intentions and willingness to recommend (Boulding & Kirmani, 1993). In other words, the higher service quality leads to the higher customer repurchase behavior (Brodie, Whittome, & Brush, 2009). The perceived high quality drives to a high level of consumer brand loyalty. Therefore, Hypothesis 8 is proposed.

Hypothesis 8 (H8): The perceived overall quality toward brand extension positively relates to consumer brand loyalty toward brand extension.

#### 3.4.4. Relationship between Consumer Emotional Responses toward Brand Extension and Consumer Brand Loyalty toward Brand Extension

De Ruyter and Bloemer (1999) found that the consumer loyalty can be enhanced if they experience positive affect in a restaurant. Yu and Dean (2001) found a high correlation between emotions and overall consumer loyalty. Emotional response is a powerful predictor of intentions and brand attitude (Morris et al., 2002). Consumer emotions based on consumption play a significant role in forming loyalty (Barsky & Nash, 2002; Han & Back, 2007). As we knew, the emotion can be classified as positive emotion and negative emotion. These two types of emotion have distinct roles on the consumer loyalty. That is, positive emotions positively affect loyalty, whereas negative emotions negatively affect loyalty (Barsky & Nash, 2002). Therefore, Hypothesis 9 is proposed.

Hypothesis 9 (H9): The positive consumer emotional responses toward brand extension positively relate to consumer brand loyalty toward brand extension.

#### 3.4.5. Relationship between Consumer Satisfaction toward Brand Extension and Consumer Brand Loyalty toward Brand Extension

The relationship between the consumer satisfaction and consumer loyalty has been investigated empirically (Zeithaml & Bitner, 1996). The consumer satisfaction can positively

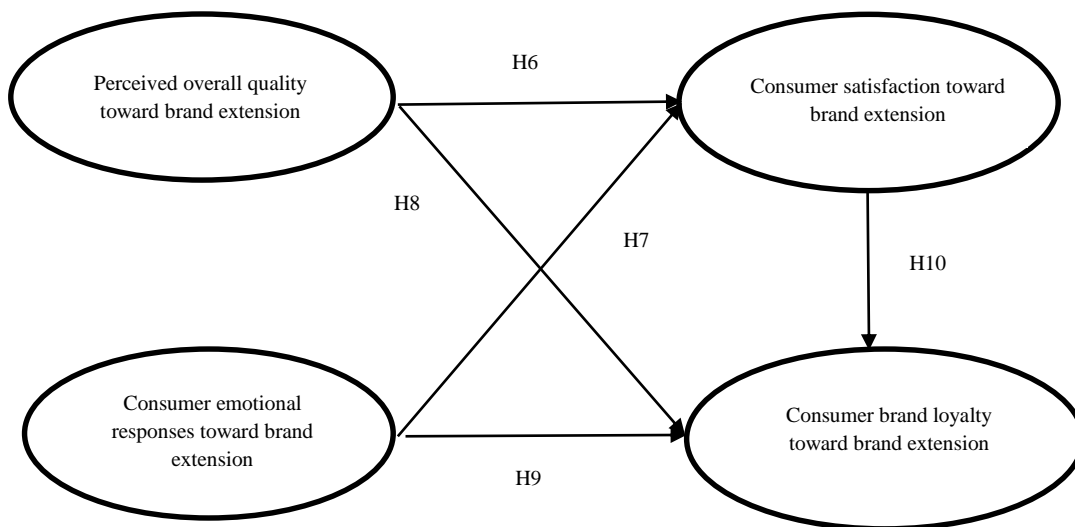
affect attitudes toward the product/service (Oliver, 1980), enhance the belief (Albarracin & Wyer, 2000), reinforce positive affect (Oliver, 1993), and enhance repurchase intentions (Yi, 1990).

Consumer satisfaction has a significant effect on purchase intentions (Fornell et al., 1996) and customers' intentions to recommend (Getty & Thompson, 1994). Based on evaluative-cognitive consistency theory (Eagly & Chaiken, 1995), the attitudes and the belief toward an object should be consistent. In other words, a positive attitude may be consistent with the positive belief.

Therefore, Hypothesis 10 is proposed.

Hypothesis 10 (H10): The consumer satisfaction toward brand extension positively relates to consumer brand loyalty toward brand extension.

Figure 6. Hypothesized Framework H6-H10



### 3.5. Parent Brand Resonance

Moving on now to consider the parent brand resonance, the term “brand resonance” can broadly be defined as “the nature of the relationship that customers have with the brand and the extent to which they feel that they are ‘in synch’ with the brand” (Keller, 2001, p. 15). It emphasizes the relationships and identification levels that customers have with the brands and captures the “intensity or the depth of the psychological bond that customers have with the brand

as well as the level of activity engendered by this loyalty” (Keller, 2001, p. 15). Keller (1993) explained that resonating with a brand required customers to actively raise the psychological attachment to the brand beyond frequently purchasing the branded products. With high brand resonance, consumers may have a high degree of repurchase intention (Huang et al., 2014) and loyalty through such brand relationships that allow them interacting with the brand and sharing the experience with others (Keller, 2012). Accordingly, Keller (2012) suggested characterizing brand resonance into two dimensions, intensity and activity. The intensity refers to “the strength of the attitudinal attachment to the brand and sense of community with others,” while the activity refers to “the behavioral changes engendered by this loyalty” (Keller, 2012, p. 188). Therefore, the two mentioned categories (Keller, 2001), attitudinal attachment and sense of community are classified into the dimension of intensity. The intensity-related constructs represent the brand relationship quality and reflect the cognitive processes in shaping loyalty without the external activity or behavior that makes it easier to be quantified with reliable and valid measurements (Huang et al., 2014).

#### 3.5.1. Consumer Attitudinal Attachment

Under the dimensions of brand resonance, the brand attachment is a psychological construct that refers to “a long-lasting and inalterable affective reaction towards the brand, expressing psychological proximity with this one” (Lacoeuilhe, 2000, p. 66, cited from Belaid & Temessek Behi, 2011). It goes beyond consumers’ positive brand attitudes and describes consumers’ favorite possession degrees towards the brand (Keller, 2001). Belaid and Temessek Behi (2011, p.38) pointed out that “(1) the brand attachment expresses the consumer’s desire to maintain, through brand consumption, a nostalgic connection; (2) self-brand connections lead to strong brand connection-there are economic and psychic costs associated with buying and consuming the brand; (3) consumer brand-bonds are strong when the brand enhances self-identity but also when it is based on psychological similarity (the brand shares the same cultural or

personal values as the consumer); (4) as with possession attachment, brand attachment involves psychological appropriation of specific brands, self-extension, a personal history between the consumer and the brand; and (5) brand attachment develops in accordance with a person's life cycle."

### 3.5.2. Consumer Sense of Community

The sense of community denotes "an important social phenomenon whereby customers feel a kinship or affiliation with other people associated with the brand" (Keller, 2001, p. 15). It engages the consumers having with the high brand commitment level (Muniz & O'Guinn, 2001). Brand community is a relational community that is characterized by a psychological sense of community among individuals (McMillan & Chavis, 1986) and it is a psychological sense of brand community as "the degree to which an individual perceives relational bonds with other brand users" (Carlson, Suter, & Brown, 2008, p. 286). The brand community can influence the brand equity components through facilitating the brand information sharing and generating the overall brand knowledge (Muniz & O'Guinn, 2001). Therefore, the consumers in a brand community may get their brand information strengthened in their memories.

### 3.5.3. Brand Extension's Feedback Effect on Parent Brand

The customer-based brand equity has been leveraged through the establishment of brand extension. The consumer brand loyalty toward brand extension is assumed to be enhanced based on the hypotheses. In the meantime, brand extension's feedback effects on the parent brand have been investigated (Cheng-Hsui Chen & Chen, 2000). On the one hand, possible dilution of parent brand can be generated by the brand extensions (Cheng-Hsui Chen & Chen, 2000). When a firm establishes a brand extension, the parent brand image may be changed because of the new brand associations built in consumers' minds (Ries & Trout, 1986). Therefore, consumers' feelings and beliefs toward parent brand may be diluted (Ries & Trout, 1986). Loken and John (1993) argued that "a dilution effect occurs in the beliefs associated with the brand family when the attributes of



the extension are inconsistent with the prior beliefs about the brand family” (Martinez & De Chernatony, 2004, p. 41). Völckner, Sattler, and Kaufmann (2008) argued that brand extension’s negative feedback effect on parent brand’s image occurred in the short term, and diminished over time with the increases of the perceived fit and perceived general extendibility. On the other hand, the brand extension performance may change the consumers’ perceptions of the parent brand (Keller, 1993). The favorably assessed brand extensions improve the consumers’ perceptions of the parent brand (Teas & Agarwal, 2000). As the proposed intentional consequences of the positive brand extension’s evaluation, the high evaluation toward the brand extension may lead to the positive parent brand resonance. The process is fulfilled by the reciprocal transfer of associations and emotions (Czellar, 2003; Keller, 1993). Based on associative network theory, the brand associations from parent brand can be updated or adapted from its brand extension (Lei, Dawar, & Lemmink, 2008). Therefore, the exiting cognitive structure from parent brand can be affected by the brand extension. The bookkeeping model explains the association transfer between brand extension and parent brand by aggregating updated or adapted brand associations from the brand extension into the parent brand (Loken & John, 1993). Accordingly, the variations in brand extension attitudes drive the subsequent accommodation of new associations within the parent brand image (Czellar, 2003; Lei et al., 2008).

Based on attachment theory (Mikulincer & Shaver 2007), the customer attitudinal attachment involves a rich and accessible memory network and the thoughts and feelings about the brand and the brand's relationship to the self. As a dimension of brand resonance, attitudinal attachment reflects a long-term relationship between the customer and the parent brand based on their experience (Erdem & Swait, 1998). In a high resonance circumstance, the customer may feel to be more in sync with the parent brand (Keller, 2001). The ways to reach out brand resonance include frequently use products of the brand and actively be concerned about information relating

to the brand (Keller, 1993). The high consumer brand loyalty toward brand extension achieved from the strong repurchase and recommend intentions reflects consumers' consistent preference toward brand extension. The positive attitude and beliefs toward brand extension can be strengthened and motivate customers updating the brand associations of the parent brand so that to form a strong psychological attachment to the parent brand. Therefore, Hypothesis 11 is proposed.

Hypothesis 11(H11): The consumer brand loyalty toward brand extension positively relates to the consumer attitudinal attachment toward parent brand.

The sense of community can be generated by identifying consumers' desirable brand characteristics or the characteristics of other consumers who purchase the brand. It involves a higher brand commitment level and a strengthened brand knowledge in consumers' memories (Muniz & O'Guinn, 2001). The factors that can drive the psychological sense of brand community include the brand itself and the group of brand users (Carlson et al., 2008). Based on the feedback effect, the high consumer brand loyalty toward brand extension strengthens consumers' desirable brand associations toward brand extension, and the positive parent brand associations get updated. It leads to consumer's high consumer sense of community toward parent brand. Therefore, Hypothesis 12 is proposed.

Hypothesis 12 (H12): The consumer brand loyalty toward brand extension positively relates to the consumer sense of community toward parent brand.

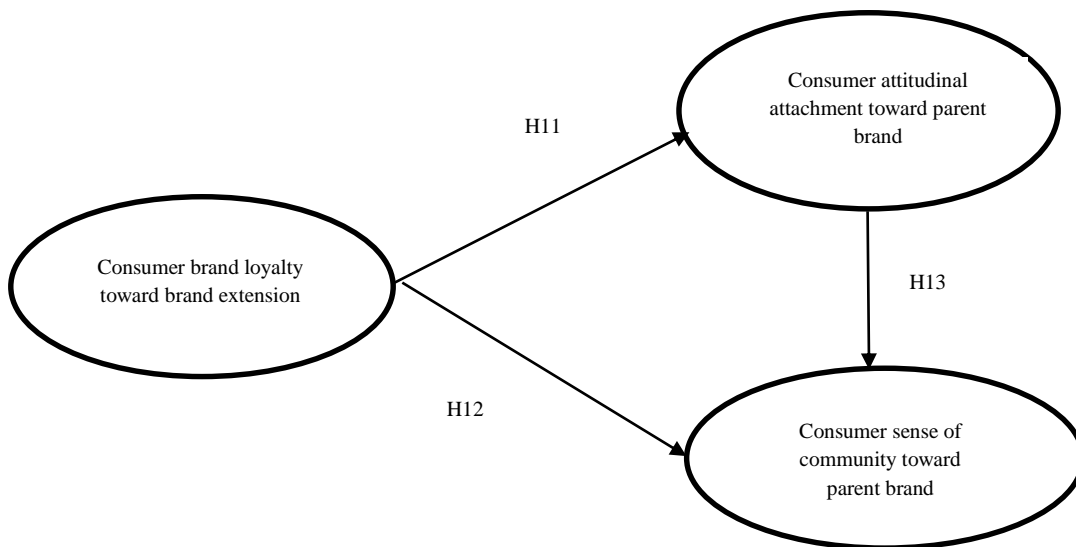
#### 3.5.4. Relationship between Consumer Attitudinal Attachment toward parent brand and Consumer Sense of Community toward Parent Brand

Argued by social identity theory, people may classify themselves and others into different social categories based on different categorization schemas (Tajfel & Turner, 1985). It provides people with a systematic means of defining others as well as allows people to define themselves

in a social environment (Ashforth & Mael, 1989). Comparing with personally identifying the idiosyncratic characteristics, social identification is “the perception of oneness with or belongingness to some human aggregate” (Ashforth & Mael, 1989, p. 21). The identification is also argued as “the degree of overlap between an individual's self-schema and the schema s/he holds for another target object” (Carlson et al., 2008, p. 286). As the perception of overlap with the brand (i.e., identification with the brand) increases, consumers should be more likely to perceive a psychological sense of brand community. Belaid and Temessek Behi (2011) mentioned that the brand attachment involves psychological appropriation of specific brands, self-extension, and personal history of the consumer and the brand. Therefore, the strong brand attachment may indicate a higher identification with the brand from the consumers and a strong consumer sense of community toward parent brand. Therefore, Hypothesis 13 is proposed.

Hypothesis 13 (H13): The consumer attitudinal attachment toward parent brand positively relates to the consumer sense of community toward parent brand.

Figure 7. Hypothesized Framework H11-H13



### 3.6. Perceived Image Fit between Parent Brand and Brand Extension

The construct of perceived fit between the parent brand and brand extension has gained popularity in brand extension literature since it captures the perceived associations between the parent brand and its extension (Czellar, 2003). The perceived fit indicates the similarity between brand extension and parent brand (Aaker & Keller, 1990). The high perceived fit commonly occurs if the consumers perceive two entities logically match together (Speed & Thompson, 2000). Aaker and Keller (1990) pointed out the importance of perceived fit to brand extension success. First, if two product categories match each other, it promotes the consumers transferring their perceived quality from one brand to another one (Aaker & Keller, 1990). Aaker and Keller (1990) used a set of theories to support this idea (e.g., cognitive consistency theory, stimulus generalization theory, and categorization theory). Second, if the fit between two product categories is low, it may not only diminish the transfer of the positive associations but also stimulate undesirable beliefs and associations (Aaker & Keller, 1990).

Because the vertical brand extension is the commonly used strategy in the lodging industry, the parent brand and the brand extension are usually in the same or very similar hotel category. Thus, the product category fit is nearly perfect. This study focuses on the measurements of perceived brand image fit between parent brand and brand extension (See Table 12). Based on Bhat and Reddy (2001), a brand evaluation determination model was proposed to investigate the impacts of the parent brand attribute associations on the brand extension evaluation. The brand image fit is an important construct and assessed by a 2-item reliable measurement instrument in the survey. Later on, this measurement instrument has been adopted by some studies related to the brand extension (Lau & Phau, 2010). Salinas & Pérez (2009) developed a 3-item measurement by Bhat and Reddy (2001). The reliability has been checked by the empirical studies.

Table 12. Measurement items and scales of perceived image fit between parent brand and brand extension

Measurement items	Measurement scales	Author(s)
The product extension fits with the brand image. Launching the extension is logical for the company. Launching the extension is appropriate for the company.	A 7-point Likert scale with 1 as "non-coherent", and 7 as "very coherent"	Salinas & Pérez (2009)
The extension fit with subjects' idea and image of the brand. The extension conveyed the same impressions as the parent brand.	A 7-point Likert scale with 1 as "strongly disagree", and 7 as "strongly agree"	Bhat & Reddy (2001)
Fit with subject's idea and image Fit with similar images Conveys same impressions The user of the extension as stylish as user of brand. The extension makes same statements about users. The extension as practical as parent brand.	A 7-point Likert scale	Jung (2006)

The meta-analysis shows that perceived fit has been investigated as the primary driver in the brand extension success (Völckner & Sattler, 2006), and has contributed to the consumers' overall evaluations about parent brand (Sood & Keller, 2012) and the brand extension (Bhat & Reddy, 2001). The perceived fit between the parent brand and its extension positively affects the consumers' evaluations toward the extension through transferring and inferring the parent brand's positive beliefs and associations to the extension (Aaker & Keller, 1990; Klink & Smith, 2001). The consumers' knowledge about parent brand serves as the surrogate of brand extension (Klink & Smith, 2001). They treat brand extension as the exemplar of the parent brand category (Boush & Loken, 1991). According to categorization theory, the consumers make judgments toward the fit between the parent brand and brand extension. It affects their evaluations toward the extension (Aaker & Keller, 1990; Boush & Loken, 1991). The higher perceived fit leads to higher consumers' evaluations, whereas the lower fit may cause the negative attitudes toward the brand extension (Aaker & Keller, 1990; Boush & Loken, 1991; Sunde & Brodie, 1993). Additionally, the perceived fit moderates the relationship between the perceived parent brand quality and the consumers' evaluations toward the brand extension (Aaker & Keller, 1990; Völckner & Sattler,

2006). That is, the degree of the brand associations' transferring from the parent brand to the extension relies on the level of the perceived fit between them (Aaker & Keller, 1990; Boush & Loken, 1991). Furthermore, the perceived fit has the feedback effect on the parent brand (Smith & Park, 1992; Morrin, 1999). It may improve or dilute the parent brand equity. The high perceived fit or congruence allows the consumers evaluating the parent brand favorably and positively (Keller & Aaker, 1992; Grime et al., 2002), and purchasing more branded products (Swaminathan et al., 2001). It tends to promote the parent brand categorization and enhance the parent brand awareness because the brand extension increases the brand visibility (Aaker, 1991; Buil, De Chernatony, & Hem, 2009). The low perceived fit will reduce the differentiation, and weaken the associations with the parent brand (Aaker, 1992; Buil et al., 2009; Keller & Aaker, 1992).

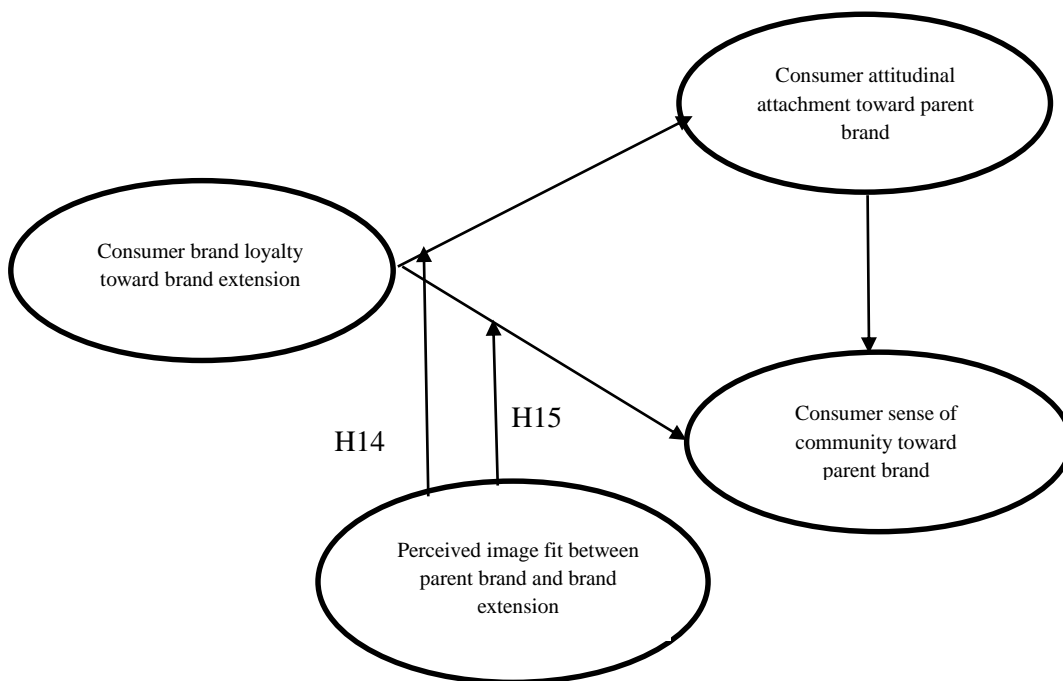
Aaker and Keller (1990) proposed three dimensions to measure the perceived fit between two products (i.e., substitute, complement, and transfer). The substitutes are the products that can replace one another in satisfying a need. The complements are products that contain the same usage context. The transfer refers to a manufacturing skill that overlaps with what already exists. The perceived fit can be classified as the brand image fit and the product category fit (Bhat & Reddy, 2001). The brand image consists of the associations that differ the focal brand from the competitors' brands. Brand image fit counts the fit between the parent brand's and brand extension's image. Because the brand image represents a set of brand associations stored in the consumers' memories, it may generate the favorable evaluations toward the brand extension (Bhat & Reddy, 2001; Keller, 1993). Bhat and Reddy (2001) claimed that the perceived brand image fit considered the "consumers' perceptions of the similarity of the extension's initial image with that of the parent brand" (p. 114). It concerns "the similarity of the extension with the specific attributes of the parent brand, including the brand's quality" (Bhat & Reddy, 2001, p. 114). The product category fit describes the fit between the product categories (Keller & Aaker,

1992; Tafani, Michel, & Rosa, 2009). Therefore, the Hypothesis 14 and Hypothesis 15 are proposed.

Hypothesis 14 (H14): Perceived image fit between parent brand and brand extension positively moderates the relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand. Specifically, the higher perceived image fit level, the stronger the relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand.

Hypothesis 15 (H15): Perceived image fit between parent band and brand extension positively moderates the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand. Specifically, the higher perceived image fit level, the stronger the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand.

Figure 8. Hypothesized Framework H14-H15



### 3.7. Summary of Proposed Hypotheses

H1: Hotel brand extension's attribute-level performance positively relates to perceived overall quality toward brand extension.

H2: Hotel brand extensions' brand personality positively relates to perceived overall quality toward brand extension.

H2: Hotel brand extensions' brand personality positively relates to perceived overall quality toward brand extension.

H4: Hotel brand extension's brand personality positively relates to consumer emotional responses toward brand extension.

H5: The perceived overall quality toward brand extension positively relates to consumer emotional responses toward brand extension.

H6: The perceived overall quality toward brand extension positively relate to the consumer satisfaction toward brand extension.

H7: The positive consumer emotional responses toward brand extension positively relate to the consumer satisfaction toward brand extension.

H8: The perceived overall quality toward brand extension positively relates to consumer brand loyalty toward brand extension.

H9: The positive consumer emotional responses toward brand extension positively relate to consumer brand loyalty toward brand extension.

H10: The consumer satisfaction toward brand extension positively relates to consumer brand loyalty toward brand extension.



H11: The consumer brand loyalty toward brand extension positively relates to the consumer attitudinal attachment toward parent brand.

H12: The consumer brand loyalty toward brand extension positively relates to the consumer sense of community toward parent brand.

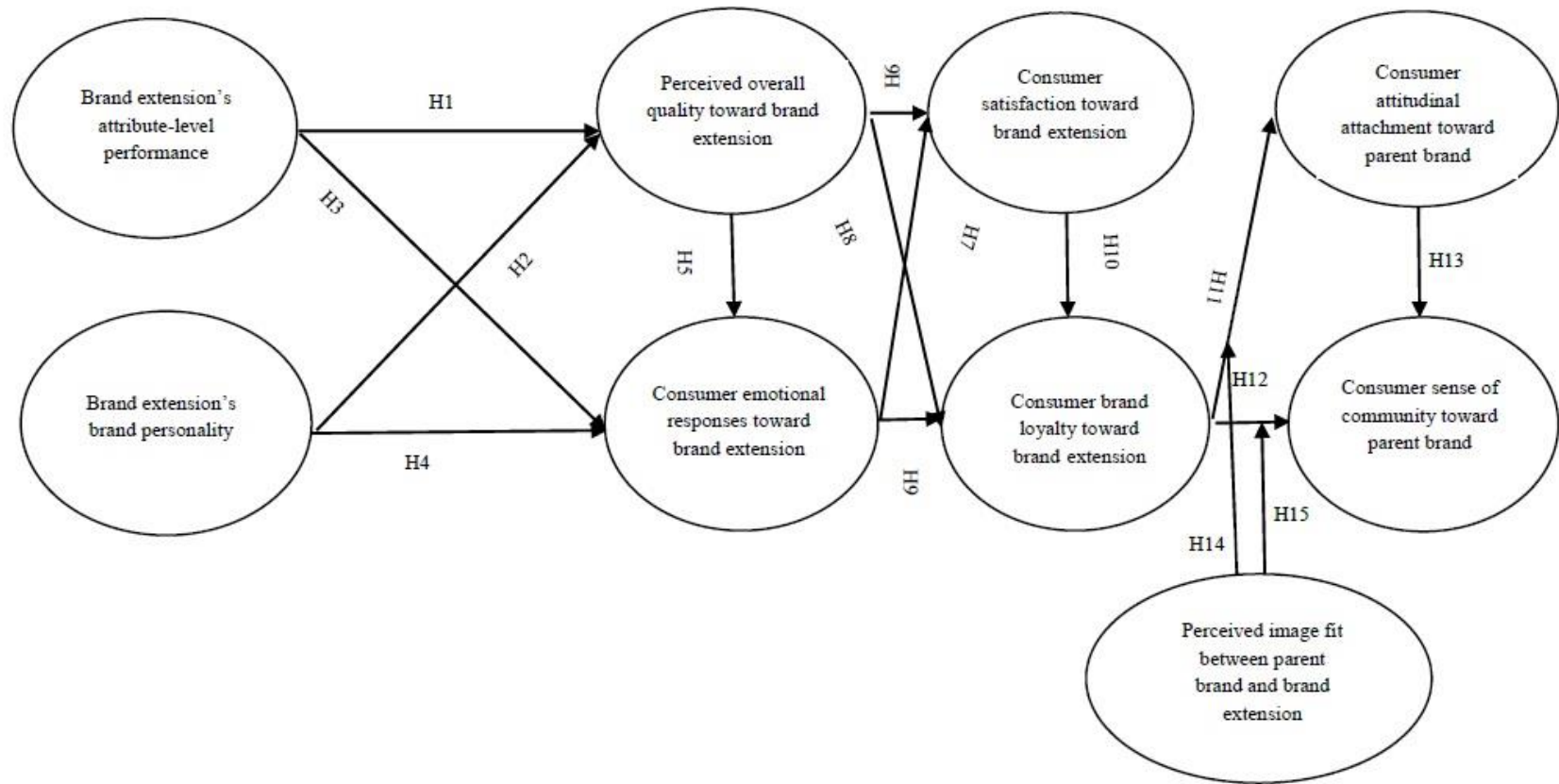
H13: The consumer attitudinal attachment toward parent brand positively relates to the consumer sense of community toward parent brand.

H14: Perceived image fit between parent brand and brand extension positively moderates the relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand. Specifically, the higher perceived image fit level, the stronger the relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand.

H15: Perceived image fit between parent band and brand extension positively moderates the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand. Specifically, the higher perceived image fit level, the stronger the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand.

### 3.8. Proposed Framework

Figure 9. Hypothesized Model



## CHAPTER III

### METHODOLOGY

This chapter includes the sections of research design, survey instrument, pilot test, sampling, data collection, and data analysis.

#### 1. Research Design

This is quantitative research. This study combined descriptive research and causal research to achieve the research objectives. The descriptive methods demonstrated demographic information in the sample. The causal methods (e.g., Structural Equation Modeling method), were used to examine the proposed Hypothesis 1-13. The hierarchical multiple regression method was used to examine the moderating effects of perceived image fit between parent brand and brand extension (Hypothesis 14 and Hypothesis 15). To test the research hypotheses and support proposed conceptual framework, the cross-sectional online surveys with self-administrated questionnaires were used to collect the data.

#### 2. Survey Instrument

To collect data, this study focused on five parent brands from four leading U.S.-based hotel companies, which were Hilton Worldwide, Hyatt Hotels, InterContinental Hotels Group, and Marriott International. Accordingly, the five parent hotel brands were Hilton, Hyatt,

InterContinental, Marriott, and Starwood. A self-administrated questionnaire was adoptively developed from the related literature. This study used five versions of questionnaires that targeted each of the five parent brands respectively. There were seven sections of each questionnaire.

Section I presented screening questions that allowed the study accessing the leisure-purposed hotel guests who had stay experience with the hotels extended from the selected parent brands. A list of the hotel parent brand names was given, and the survey participants were asked to select one they most recently stayed within the last six months. If the participant never stayed with one of these parent brands, the survey was terminated. After the participants selected one parent brand, a list of hotel brands extended from the selected parent brand shown up. The participant had to identify the one he/she stayed with most recently. Using Hilton brand as an example, a screening question was “*Can you recall your experience at this selected brand of Hilton hotel?*” If the participant chose “No,” the survey was terminated. The participants who chose “Yes” was asked the following question “*Were you a member of Hilton Honors program when you stayed at this selected brand of Hilton hotel?*” Rather than using this question to screen the participants, this study was also interested in looking at how the hotel loyalty program influenced consumers’ evaluations. Additionally, the survey participants younger than 18 were ruled out based on the minimum appropriate age range.

Section II had two parts which reach the brand association information (See Table 13). The questions from the first part captured hotel guests’ perceived attribute-level performance from the selected brand of hotels. This part consisted of seven questions. The 7-point Likert-type scale was used to measure these items (1= Terrible; 7= Excellent). The items were adopted from (Qu et al., 2000). The questions from the second part captured hotel guests’ perceived brand

personality of the selected brand of hotel. This part consisted of five questions capturing five dimensions of hotel guests' perceived brand personality (i.e., perceived brand sincerity, perceived brand excitement, perceived brand competence, perceived brand sophistication, and perceived brand ruggedness). The 7-point Likert-type scale was used to measure these items (1= Strongly disagree; 7= Strongly agree). The items were adopted from Aaker (1997).

Table 13. Section II measurement instruments

Construct	Abbr	Items	Scale	Adopted from
Brand extension's attribute-level performance	AT	AT1. The quality of staff performance at this brand of hotel at which I recently stayed was... AT2. The quality of room facilities at this brand of hotel at which I recently stayed was... AT3. The variety of service at this brand of hotel at which I recently stayed was... AT4. The efficiency of service at this brand of hotel at which I recently stayed was... AT5. The atmosphere at this brand of hotel at which I recently stayed was...  AT6. The value for money at this brand of hotel at which I recently stayed was... AT7. The safety and security at this brand of hotel at which I recently stayed were...	A 7-point Likert Scale (1= Terrible; 7= Excellent)	Qu et al. (2000)
Brand extension's brand personality	PE	PE1. I feel that the brand of hotel at which I recently stayed is sincere. PE2. I feel that the brand of hotel at which I recently stayed is exciting. PE3. I feel that the brand of hotel at which I recently stayed is competent.	A 7-point Likert Scale (1= Strongly disagree; 7= Strongly agree)	Aaker (1997)

PE4. I feel that the brand of hotel at which I recently stayed is sophisticated.

PE5. I feel that the brand of hotel at which I recently stayed is rugged.

Section III presented the questions capturing two constructs related to consumer responses (See Table 14). The questions from the first part captured the hotel guests' perceived overall quality of the selected brand of hotel. This part consists of three questions. The semantic differential scale was used to measure these items. The items are adopted from Keller and Aaker (1992) and Low and Lamb (2000). The questions from the second part captured the hotel guests' emotional responses to the selected brand of hotel. This part consisted of sixteen questions capturing two dimensions of the hotel guests' emotional responses. The 7-point Likert-type scale was used to measure these items (1= Strongly disagree; 7= Strongly agree). The items were adopted from Barsky & Nash (2002).

Table 14. Section III measurement instruments

Construct	Abbr	Items	Scale	Adopted from
Perceived overall quality toward brand extension	QT	QT1. I think this hotel brand is inferior/superior. QT2. I think this hotel brand is poor/excellent. QT3. I think this hotel brand is poor quality/good quality.	A semantic differential scale (1-7)	Keller & Aaker (1992); Low & Lamb (2000)
Consumer emotional responses toward brand extension	EM	EM1. I feel comfortable with the brand of hotel at which I recently stayed. EM2. I feel content with the brand of hotel at which I recently stayed.	A 7-point Likert Scale (1= Strongly disagree; 7= Strongly agree)	Barsky & Nash (2002)

EM3. I feel elegant with the brand of hotel at which I recently stayed.

EM4. I feel entertained with the brand of hotel at which I recently stayed.

EM5. I feel excited with the brand of hotel at which I recently stayed.

EM6. I feel extravagant with the brand of hotel at which I recently stayed.

EM7. I feel cool with the brand of hotel at which I recently stayed.

EM8. I feel important with the brand of hotel at which I recently stayed.

EM9. I feel inspired with the brand of hotel at which I recently stayed.

EM10. I feel pampered with the brand of hotel at which I recently stayed.

EM11. I feel practical with the brand of hotel at which I recently stayed.

EM12. I feel relaxed with the brand of hotel at which I recently stayed.

EM13. I feel respected with the brand of hotel at which I recently stayed.

EM14. I feel secure with the brand of hotel at which I recently stayed.

EM15. I feel sophisticated with the brand of hotel at which I recently stayed.

EM16. I feel welcome with the brand of hotel at which I recently stayed.

Section IV presented the questions capturing consumer satisfaction toward brand extension and consumer brand loyalty toward brand extension (See Table 15). The questions from the first portion capture the hotel guests' satisfaction toward the selected brand of hotel. This portion consisted of three questions. The 7-point Likert-type scale was used to measure these items (1= Strongly disagree; 7= Strongly agree). The items were adopted from Taylor and Baker (1994). The questions from the second portion captured the hotel guests' loyalty toward the selected hotel brand. This portion consisted of four questions. The 7-point Likert scale was used to measure these items (1= Strongly disagree; 7= Strongly agree). The items were adopted from Netemeyer et al. (2004) and Buil, Martínez, and De Chernatony (2013). Also, a screening question "*Which parent brand do you think your selected brand of hotel belongs to? Please choose the corresponding brand logo*" was designed to ask the participants matching their selected brand extensions with the parent brand by recognizing the parent brand logos.

Table 15. Section IV measurement instruments

Construct	Abbr	Items	Scale	Adopted from
Consumer satisfaction toward brand extension	SA	SA1. I was satisfied with this brand of hotel at which I recently stayed. SA2. I was pleased to have visited this brand of hotel at which I recently stayed. SA3. I enjoyed myself at this brand of hotel at which I recently stayed.	A 7-point Likert Scale (1= Strongly disagree; 7= Strongly agree)	Taylor & Baker (1994)
Consumer brand loyalty toward brand extension	LY	LY1. Compared to other non-XXX hotel brands, I consider this hotel brand as my first choice for my future stay.	A 7-point Likert Scale (1= Strongly disagree; 7= Strongly agree)	Netemeyer et al. (2004); Buil et al. (2013)



LY2. I have a strong intention to visit this hotel brand again next time.

LY3. I would recommend this hotel brand to other people.

LY4. I would tell other people positive things about this hotel brand.

Section V presented the questions capturing the parent hotel brand resonance intensity which the selected hotel brand affiliates with (See Table 16). This section consisted of six questions capturing the sense of community (three items) and attitudinal attachment (three items). The 7-point Likert-type scale was used to measure these items (1= Strongly disagree; 7= Strongly agree). The items were adopted from Bergkvist and Bech-Larsen (2010), Thomson, MacInnis, and Park (2005), and Dolbec and Chebat (2013).

Table 16. Section V measurement instruments

Construct	Abbr	Items	Scale	Adopted from
Consumer sense of community toward parent brand	SC	SC1. Being a member of XXX brand community makes me feel good.	A 7-point Likert Scale (1= Strongly disagree; 7= Strongly agree)	Bergkvist & Bech-Larsen (2010)
		SC2. People in XXX brand community have similar needs and priorities.		
		SC3. I am pleased to be a part of XXX brand community.		
Consumer attitudinal attachment toward parent brand	AA	AA1. I have passion for the XXX brand. AA2. I have a connection with the XXX brand.	A 7-point Likert Scale (1= Strongly disagree; 7= Strongly agree)	Bergkvist & Bech-Larsen (2010); Thomson et al. (2005); Dolbec & Chebat (2013)

AA3. I have affection  
for the XXX brand.

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Section VI presented the questions capturing the perceived image fit between parent brand and brand extension (See Table 17). This section consists of three questions. The 7-point Likert-type scale was used to measure these items (1= Strongly disagree; 7= Strongly agree). The items were adopted from Salinas and Pérez (2009).

Table 17. Section VI measurement instruments

Construct	Abbr	Items	Scale	Adopted from
Perceived image fit between parent brand and brand extension	FT	FT1. The brand of hotel at which I recently stayed fits for the XXX brand's image. FT2. The brand of hotel at which I recently stayed is logical for the XXX brand. FT3. The brand of hotel at which I recently stayed is appropriate for the XXX brand.	A 7-point Likert Scale (1= Strongly disagree; 7= Strongly agree)	Salinas & Pérez (2009).

Section VII presented the question asking the demographic information from the survey participants, including gender, age range, ethnic background, marital status, annual household income range, and educational level. For Section II to Section VI, I include “*Don’t Know*” option to count the participants’ responses outside of the 7-point Likert-type scale. The responses with “*Don’t know*” were removed in the data screening process later.

### 3. Pilot Test

There are two main reasons conducting a pilot test (Van Teijlingen et al., 2001). First, the results from the pilot test provide the warning about the points where the main research project could fail, where research protocols could not be followed, or where the instruments are inappropriate or too complicated. Second, the pilot test may improve the questionnaire's content validity and reliability. Based on the pilot test results, the possible modifications towards the survey instruments were made to get rid of any inappropriate contents that do not fit the research context.

The survey questionnaire was reviewed by university faculty members and doctoral students from dissertation writing workshop with diverse majors. The revision comments provided by such a diverse group helped the survey instruments with better wording, sequence, length, layout, and readability. The professional editing service was used to guarantee the survey questionnaire content error free. It largely improved the content validity of the survey.

Using the convenient sample, the study assessed the pilot results from 56 usable responses collected through Amazon Mechanical Turk. The pilot test mainly examined the survey instrument's reliability and internal consistency. Reliability assesses the degree to which scores are free from the measurement errors. Cronbach's Alpha is a common reliability measure (Hair et al., 2006). It indicates how well the indicators of a construct are correlated with each other which reflects the true score. The desired construct has the indicators highly correlated to each other. The suggested acceptable lower bound of the Cronbach's Alpha score is 0.70 (Hair et al., 2006). If a construct with multiple items has a Cronbach's alpha score equal to or greater than 0.70, the

construct instrument can be considered as a reliable instrument. Using SPSS 23 can provide further scale reliability check if the certain item deleted from the construct. Five items were removed because of the relatively low Cronbach's Alpha scores based on the pilot test. Under the construct of brand extension's attribute-level performance, the item "The value for money at this brand of hotel at which I recently stayed was..." was removed. Under the construct of brand extension's brand personality, the items "I feel that the brand of hotel at which I recently stayed is competent" and "I feel that the brand of hotel at which I recently stayed is rugged" were removed. Under the construct of consumer emotional responses toward brand extension, the item "I feel practical with the brand of hotel at which I recently stayed" was removed. Under the construct of consumer brand loyalty toward brand extension, the item "Compared to other non-XXX hotel brands, I consider this hotel brand as my first choice for my future stay" was removed. These survey items may not be highly appropriate for this study and lead to the reliability improvement after removing them (Knutson et al., 2007). Table 18 shows the deleted items. These items had lower correlations with other items under the same construct based on the Cronbach's Alpha scores. Table 19 presents the Cronbach's Alpha scores after removing these items. The Alpha scores ranged between 0.865 and 0.956, which indicated acceptable reliability of the survey instrument.

Table 18. Items deleted based on pilot test

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AT6. The value for money at this brand of hotel at which I recently stayed was...
PE3. I feel that the brand of hotel at which I recently stayed is competent.
PE5. I feel that the brand of hotel at which I recently stayed is rugged.
EM11. I feel practical with the brand of hotel at which I recently stayed.
LY1. Compared to other non-XXX hotel brands, I consider this hotel brand as my first choice for my future stay.

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Table 19. Reliability of constructs

Construct	Number of items	Cronbach's Alpha
Brand extension's attribute-level performance	6	0.923
Brand extension's brand personality	3	0.865
Perceived overall quality toward brand extension	3	0.918
Consumer emotional responses toward brand extension	15	0.953
Consumer satisfaction toward brand extension	3	0.946
Consumer brand loyalty toward brand extension	3	0.913
Consumer sense of community toward parent brand	3	0.896
Consumer attitudinal attachment toward parent brand	3	0.956
Perceived image fit between parent brand and brand extension	3	0.946

Moreover, because the construct of consumer emotional responses toward brand extension consisted of 15 items, an Exploratory Factor Analysis (EFA) was conducted to investigate the possibility to reduce the scale (Knutson et al., 2007). Using the principle axis factoring method, there were two factors extracted, which explained 79.747% variance cumulatively. Employing the Varimax with Kaiser normalization rotation method, the rotated factor matrix was shown in Table 20. This study included EM1, EM2, EM12, EM13, EM14, and EM16 in the construct of consumer emotional responses toward brand extension.

Table 20 Rotated factor matrix of consumer emotional responses toward brand extension

	Factor 1	Factor 2
EM1	0.126	0.834
EM2	0.092	0.889
EM3	0.863	0.321
EM4	0.734	0.436
EM5	0.776	0.452
EM6	0.740	0.018
EM7	0.859	0.291
EM8	0.804	0.230

EM9	0.913	0.067
EM10	0.869	0.231
EM12	0.348	0.833
EM13	0.531	0.697
EM14	0.242	0.838
EM15	0.815	0.278
EM16	0.219	0.870

#### 4. Sampling and Data Collection

##### 4.1. Sampling Plan

The population of this study consisted of the leisure-purposed U.S. hotel guests who have the accommodation experience with one of the five U.S. hotel chains within the last six months. The self-selected convenience sampling method was used to collect the data from the population who were conveniently available to participate this study (Saunders, Lewis, & Thornhill, 2009). The self-selected surveys did not restrict anyone who was willing to participate this study (Fricker, 2008). Emphasizing examining the proposed framework rather than generalizing to a larger population, this study chose convenience sampling method (Fricker, 2008).

##### 4.2. Sample Size

This study used Structural Equation Modeling method (SEM) to analyze sample data. Accordingly, diagnosing model identification became the priority before planning the sample size, because only identified SEM model could obtain the unique estimate for each parameter. To satisfy model identification requirements, the SEM model has to have at least as many observations as the free parameters, and have each latent variable assigned a scale. According to Kline (2011), if a standard measurement model with at least two factors and has at least two

indicators per factor, the model is identified. Since the minimum number of the indicators included under the factors in the proposed research model was three, the measurement model was considered identified. Additionally, because the structural regression model is recursive, the SEM model was identified (Kline, 2011).

Since the SEM uses Maximum likelihood estimations (MLE), Hair et al., (2006) suggested that a sample size between 150 and 400 might ensure the estimation stability and the larger sample size might increase the estimation stability. The number of free parameters plays the important role on determining sample size to estimate the model. Bentler and Chou (1987) suggested the ratio of cases to the number of free parameters is 5 to 1. The proposed SEM model consisted of 8 constructs measured by 30 items. The model included 2 exogenous variables, 6 endogenous variables, and 13 direct paths. Therefore, the number of free parameters is 73 (2 exogenous variables+ 30 measurement errors+ 6 disturbances+ 22 factor loadings+ 13 direct paths). If using the sample size determination criteria (Bentler & Chou, 1987), the minimum acceptable sample size was 365 in this study (73 free parameters  $\times$  5 cases per parameter).

#### 4.3. Data Collection Procedure

The online self-administrated survey was conducted to collect the sample data. There are multiple reasons to use online questionnaire survey in this study (Wright, 2005). First, using online survey questionnaire efficiently communicate with the target population by taking advantage of the internet ability (Garton, Haythornthwaite, & Wellman, 1999). Second, the online survey enhances the time efficiency during the data collection process (Bachmann & Elfrink, 1996). Third, the online survey reduces data collection costs by using electronic medium rather

than paper. The survey questionnaires were distributed through the Amazon Mechanical Turk (MTurk). Mturk has been used by the behavioral research (Buhrmester, Kwang, & Gosling, 2011) and other social sciences studies which need to recruit online participants. As an online platform, Mturk allows the tasks launched instantaneously and data collected quickly (Litman, Robinson, & Abberbock, 2017). It has been considered as a fast way to collect cheap and reliable data (Buhrmester et al., 2011; Horton, Rand, & Zeckhauser, 2011). However, using Mturk to collect data suffers from some weakness, for example, the participants cannot obtain assistance if they get confused about the survey questions in the survey filing process (Davis, Bagozzi, & Warshaw, 1992).

Before starting the recruitment process, the Institutional Review Board in conducting Human Subjects Research (IRB)'s permission had been received. The original survey questionnaire was designed on Qualtrics.com, which was an online survey platform. This study used Mturk to recruit the participants. The participants (a.k.a., Mturk workers) could find the posted survey information from their Mturk account dashboard. Only the participants whose previously had completed at least 50 approved Mturk surveys and the previous survey approval rate was no less than 75% could choose to work on the questionnaire for this study. These qualification requirements could rule out the participants with less Mturk working credibility and improved the response quality later. If the qualified participants would like to participate the survey, the survey link I provided directed them to the Qualtrics survey webpage. The participants could fill out the survey with questions.

To improve the collected data's quality, this survey offered a \$0.65 reward to the participants who finished the last question and received a randomly generated verification code



by Qualtrics. If they entered the code into the Mturk webpage, a \$0.65 was deposited to their Mturk accounts after I approved it. This study removed any responses with missing data under some questions in the data screening process.

A total of 869 complete responses were retained after deleting observations with missing data and having the “*Don’t know*” answer to a particular question. More important, this initial sample ruled out the participants without staying experience with one of the five parent brands in the last six months. As I mentioned earlier, the survey included three screening questions to check if the participants could match the extended hotel brand they stayed with the parent brand. Based on the research objectives, if the participants mismatch the extended hotel brand they stayed with the parent brand, the collected data were no reliable to the research model. Therefore, this study excluded any responses with mismatched brands. After removing 104 such cases, a total of 765 responses were retained for further data screening process.

## 5. Data Analysis

This study used the statistical software packages SPSS 23, Amos, and SAS 9 to analyze the collected data. The statistical methods used in this study include the descriptive statistics analysis, Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM), and hierarchical multiple regression.

### 5.1. Data Preparation

The data screening was conducted. The data matrices submitted for analysis must be positive definite. Therefore, the relevant data diagnosis was conducted before analyzed the data. Based on Hair et al. (2006), there are four steps to deal with the missing data: (1) determining the type of missing data; (2) determining the extent of missing data; (3) diagnosing the randomness of the missing data processes; and (4) selecting the imputation method. Because the sample for data screening had removed the cases with missing data except for the demographic information, no further remedy made regard to the missing data.

The outliers are the big concern for the further statistical analysis. The univariate outlier occurs when the extreme value exists on a single variable. This study used Z-scores to identify the univariate outliers (Kline, 2011) and deleted 53 cases with the absolute value of Z-score higher than 3.29. The multivariate outlier occurs when the extreme value exists on more than one variable. Detecting multivariate outliers is more difficult. The multivariate outliers were investigated by Mahalanobis distance statistics, which is “the distance in standard deviation units between a set of scores for an individual case and the sample means for all variables” (Kline, 2011, p. 51). It distributes as the Pearson Chi-square statistics in a large sample and its null hypothesis that the case from the sample population may be rejected with a low  $p$  value (Kline, 2011). Kline (2011) mentioned the conservative significant level is the  $D^2$  value with  $p < 0.001$ . A

total of 45 cases were removed because of the significant multivariate outliers. The sample size retained as 667 cases.

The univariate normality and multivariate normality were tested. The skewness and kurtosis are to indicators to check the univariate normality (Kline, 2011). If the absolute values of skewness are greater than 3.0, the variables are considered as extremely skewed. If the absolute values of kurtosis are greater than 10.0, the variables are considered as extremely kurtosis (i.e., leptokurtic and platykurtic) (Kline, 2011). The values of skewness ranged between -1.276 and -0.225, and the values of kurtosis were between -0.769 and 2.23. The Mardia's multivariate kurtosis statistic (Mardia, 1970) was conducted to identify the cases with the large contribution to the normalized multivariate kurtosis. A total of 10 cases were removed and the sample size retained as 657 cases.

Multicollinearity violates the SEM assumption. It occurs when some variables' correlations are high. The high correlations cause some mathematical operations meaningless with the near zero denominators (Kline, 2011). If such correlation is greater than 0.90, one of the variables is redundant from the model (Kline, 2011). The bivariate correlation was conducted and there was no correlation between two variables significantly greater than 0.90. This study also checked the tolerance value and the value of variance inflation factor (VIF) by regressing every variable on the rest of variables. None of the tolerance value was less than 0.10. The VIF values were all less than 10 (Kline, 2011). It indicates less likely to have severe multicollinearity problem.

## 5.2. Descriptive Analysis

The descriptive analysis was conducted. The participants' demographic information (i.e., gender, age, marital status, household income, educational level, stayed hotel brand, and hotel brand membership) were analyzed through the frequencies. After the demographic profile

frequency analysis, the Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM), hierarchical multiple regression analysis, and Harman's single-factor test were conducted by SPSS 23 and AMOS. Conducting confirmatory analysis could investigate the overall fits and validity from the measurement model. Based on the detected CFA result, the model re-specification was possibly conducted. The structural equation modeling could find the overall fits and validity from the structural model, and estimate the path coefficients. Hair et al. (2006) summarized six steps to conduct a SEM analysis, which were "(1) defining individual constructs, (2) developing the overall measurement model, (3) designing a study to produce empirical results, (4) assessing the measurement model validity, (5) specifying the structural model, and (6) assessing structural model validity (p.734)."

### 5.3. Confirmatory Factor Analysis

Based on proposed research objectives, this study included nine latent constructs, which were brand extension's attribute-level performance, brand extension's brand personality, perceived overall quality toward brand extension, consumer emotional responses toward brand extension, consumer satisfaction toward brand extension, consumer brand loyalty toward brand extension, consumer sense of community toward parent brand, consumer attitudinal attachment toward parent brand, and perceived image fit between parent brand and brand extension. Accordingly, 30 measurement items were used to measure the latent constructs based on the literature and the results from the pilot test. To ensure the identification of the proposed model, at least three measurable items were suggested under each latent construct (Hair et al., 2006). Each construct in this study consists of at least three items. The sample size 657 is greater than 365 (Bentler & Chou, 1987).

The confirmatory factor analysis (CFA) model was conducted to assess the measurement model's validity. This study used goodness-of-fit (GOF) indices to evaluate the measurement

model's overall fits. The commonly used GOF index measures are absolute fit measures, incremental fit measures, and parsimony fit measures. These indices capture the different perspective GOF (Hair et al., 2006). Table 21 demonstrates the selected GOF indices (Hair et al., 2006).

Table 21. GOF Indices

Category	Indices	Cutoffs
Absolute fit measures	Chi-square statistics	$p > 0.05$
	Goodness-of-Fit Index (GFI)	$> 0.90$
	Root Means Square Residual (RMSR)	The lower, the better
	Root Mean Square Error of Approximation (RMSEA)	$< 0.10$
Incremental fit measures	Normed Fit Index	The higher, the better (close to 1)
	Comparative Fit Index (CFI)	The higher, the better
	Tucker Lewis Index (TLI)	The higher, the better (close to 1)
Parsimony fit measures	Parsimony Goodness-of-Fit Index (PGFI)	The higher, the better
	Parsimony Normed Fit Index (PNFI)	The higher, the better

The model's Chi-square is a basic fit statistic. It reflects the discrepancy between the observed covariance matrix in the data and the model-implied covariance matrix as a single number. In other words, it reflects the effect of covariance residuals. The smaller Chi-square indicates a better model fit. As the sample size increases, Chi-square increases that makes the null hypothesis that the model corresponds to the data is easily rejected. As the number of free parameters increases, Chi-square decreases (Kline, 2011). Other approximate fit indices are shown in Table 21.

To assess the reliability, this study used the Cronbach's Alpha as the measurement of internal consistency reliability. Cronbach's Alpha is considered to be a conservative measure of reliability. Cronbach's Alpha merely uses the data from the input correlation matrix and does not depends on a CFA model. Cronbach's Alpha was calculated with the number of items, the sum of the variances of the items and the variance of the total score. The rule of thumb for reliability is greater than 0.70 (Kline, 2011). Convergent validity assesses how convergent among different

methods to measure the same construct so that ensures the robustness of the construct definition. Ideally, the high convergent validity means that the indicators share a high proportion of variance in common (Kline, 2011). Convergent validity for each construct was evaluated by standardized factor loadings, average variance extracted (AVE), and construct reliability (CR). The standardized factor loadings are suggested to be 0.50 or higher, which means the factor could explain the item by more than half (Hair et al., 2006). AVE measures proportion of the total variance in all indicators of a construct accounted for by the construct (Fornell & Larcker, 1981). The AVEs among a set of the items are calculated by dividing the sum of the total of all squared standardized factor loadings with the number of items (Hair et al., 2006). The suggested cutoff point of AVE is 0.50 or above to ensure reasonable convergent validity (Kline, 2011). Reliability is also a useful indicator of convergent validity. Each construct's construct reliability was calculated based on the squared sum of factor loadings and the sum of the error variance terms for the construct. Highly reliable construct indicates that all items consistently reflect the same latent construct, and it suggests to be 0.70 or higher to be considered as good reliability (Hair et al., 2006).

Discriminant validity is the distinctiveness of constructs, demonstrated by the divergence of different methods designed to measure different constructs. It assesses whether all the indicators of each construct load well on their theoretical constructs, but not on the constructs they are not theoretically related to. It indicates that each construct is different from other constructs by capturing unique phenomena that other constructs do not have (Hair et al., 2006). It is examined by comparing the AVEs of any two constructs with squared inter-factor correlations between the constructs. If the AVEs is greater than the squared inter-factor correlations, it provides good evidence of discriminant validity (Hair et al., 2006). After validating the measurement model, the structural model could be assessed.

#### 5.4. Structural Model Analysis

The structural model analysis includes both measurement model analysis and the structural model analysis (Hair et al., 2006). Using the measurement model with high reliability and validity and good fit, the overall fit from the structural model should be checked. Beyond it, the competing models that add or remove some paths from the original structural model based on the theories and previous literature may be estimated (Hair et al., 2006). If such competing model performs better than the original structural model, the proposed model should be re-specified based on the competing model. Using AMOS, the study can estimate the unstandardized and standardized path coefficient and assess their significance. The structural model is acceptable with a reasonable model fit and predicted path coefficient' signs (Hair et al., 2006).

#### 5.5. Hierarchical Regression for Moderating Effects Testing

The moderator refers to “a qualitative (e.g., gender, race, class) or quantitative (e.g., level of reward) variable that affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable” (Baron & Kenny, 1986, p. 1174). To testing the moderating effects of perceived image fit between parent brand and brand extension, the hierarchical multiple regression was used. This study examined the interaction effect in the regression models and found the significant changes of the  $R^2$  scores and the significant effect from the interaction term. The moderating effect occurs when both conditions get satisfied.

#### 5.6. Common Method Variance and Bias

The method variance refers to “variance that is attributable to the measurement method rather than to the construct of interest (Bagozzi, Yi, & Phillips, 1991). The term method refers to “the form of measurement at different levels of abstraction, such as the content of specific items,

scale type, response format, and the general context” (Fiske, 1982, p. 81). The common method variance may come from a common rater, item characteristic effects, item context effects, and measurement context effects (Podsakoff et al., 2003). The common method variance may inflate inter-measure correlations and has high convergent validity. Harman’s single factor test will be performed to examine the significance of the common method variance (Podsakoff & Organ 1986). If common method variance exists, a single factor can be found from a factor analysis of all questionnaire measurement items. A general factor accounted for most of the variance.



## CHAPTER IV

### FINDINGS

#### 1. Descriptive Analysis of the Demographic Profile

The respondents' demographic profile was illustrated in Table 22. Of 657 participants, 51.30% of the participants were male, and 48.40% were female. 39.00% of the participants were aged between 30 to 39 years. 30.40% of the participants were aged between 21 to 29 years. 17.50% of the participants were aged between 40 to 49 years. The percentage of participants below age 20 and above age 50 takes up 13.10%. The majority of participants were White/Caucasian (72.50%). Other ethnical groups included Asian (13.70%), African American (7.60%), and Hispanic (5.30%). Around half of the participants were married (49.00%) while 42.50% were single. A quarter of the participants had annual household income between \$50,000 and \$74,999. 20.20% of the participants earned in the range of \$35,000 and \$49,999. Following income ranged \$75,000 to \$99,999 (17.40%), \$20,000 to \$34,999 (13.70%), and \$100,000 to \$149,999 (12.20%). Around half of the respondents had Bachelor's degree (50.10%). 17.00% had some college education, and 13.20% had a graduate degree. In the sample, 36.40% of the participants stayed in a Marriott brand within the last six months. 28.60% stayed in a Hilton Brand, and 23.40% stayed in an InterContinental brand. 9.70% of the respondents stayed in a Hyatt brand, and only 1.80% stayed in Starwood brand. 65.90% hold the membership with the hotel loyalty program, and 34.10% does not have the membership.

Table 22. Demographic profile

Variable		Frequency	%
Gender	Female	318	48.40%
	Male	337	51.30%
Age	18-20	9	1.40%
	21-29	200	30.40%
	30-39	256	39.00%
	40-49	115	17.50%
	50-59	49	7.50%
	60-64	20	3.00%
	65 or older	8	1.20%
Ethnic	Caucasian	467	72.50%
	African American	50	7.60%
	Asian	90	13.70%
	Hispanic	35	5.30%
	Native American	3	0.50%
	Other	3	0.50%
Marital status	Married	322	49.00%
	Single	279	42.50%
	Separated	5	0.80%
	Divorced	44	6.70%
	Widowed	5	0.80%
Household income	Less than \$20000	53	8.10%
	\$20000-\$34999	90	13.70%
	\$35000-\$49999	133	20.20%
	\$50000-\$74999	164	25.00%
	\$75000-\$99999	114	17.40%
	\$100000-\$149999	80	12.20%
	\$150000-\$199999	15	2.30%
	\$2000000 or more	8	1.20%
Education	Less than high school degree	1	0.20%
	High school degree or equivalent	63	9.60%
	Some college but no degree	112	17.00%
	Associate degree	65	9.90%
	Bachelor's degree	329	50.10%
	Graduate degree	87	13.20%
Stay hotel brand	Hilton	188	28.60%
	Hyatt	64	9.70%
	InterContinental	154	23.40%
	Marriott	239	36.40%
	Starwood	12	1.80%
Membership	Yes	224	34.10%

## 2. Measurement Model

### 2.1. Measurement Model Fit

Confirmatory factor analysis was conducted to detect the measurement model's validity (Hair et al., 2006). The validity of measurement model was assessed regarding goodness-of-fit for the model and construct validity (Fornell & Larcker, 1981). The overall measurement model goodness-of-fit was suggested to be acceptable based on the indices criteria ( $\chi^2= 1324.004$ , degree of freedom= 376,  $p < 0.001$ ,  $\chi^2/df= 3.521$ , Goodness of Fit (GFI)= 0.868, Root Mean Square Error of Approximation (RMSEA)= 0.062, Normed Fit Index (NFI)= 0.934, Comparative Fit Index (CFI)= 0.952, Parsimony Normed Fit Index (PNFI)= 0.702, Parsimony Normed Fit Index (PNFI)= 0.807). Moreover, standardized factor loadings and standardized residuals were examined to see if there is a way to improve the model fit and to find any issues regarding model specification (Hair et al., 2006). The standardized factor loadings ranged between 0.740 and 0.946 and were statistically significant at  $p < 0.001$  (See Table 24). A variable with a standardized residual above |4.0| is considered problematic if it is associated with multiple variables (Hair et al., 2006). In this study, Item EM1 (i.e., I feel comfortable with the brand of hotel at which I recently stayed) and Item EM13 (i.e., I feel respected with the brand of hotel at which I recently stayed) were deleted in the model because their standardized residual covariances were high when associated with other multiple items. The re-specified model also provided good evidence of reasonable fit and presented an improved fit ( $\chi^2= 910.733$ , degree of freedom= 322,  $p < 0.001$ ,  $\chi^2/df= 2.828$ , GFI= 0.904, RMSEA= 0.053, NFI= 0.951, CFI= 0.967, PNFI= 0.717, PNFI= 0.810). Table 25 presents the means, standard deviations, and correlations among each construct.

Table 23. Measurement model goodness-of-fit

Category	Indices	Original Model	Re-specified Measurement Model
Absolute fit measures	Chi-square statistics	1324.004	910.733
	Goodness-of-Fit Index (GFI)	0.868	0.904
	Root Mean Square Error of Approximation (RMSEA)	0.062	0.053
Incremental fit measures	Normed Fit Index (NFI)	0.934	0.951
	Comparative Fit Index (CFI)	0.952	0.967
	Tucker Lewis Index (TLI)	0.944	0.962
Parsimony fit measures	Parsimony Goodness-of-Fit Index (PGFI)	0.702	0.717
	Parsimony Normed Fit Index (PNFI)	0.807	0.810

Table 24. Measurement model standardized regression weights

Construct	Items	Standardized regression weights
AT	AT1	0.859
	AT2	0.818
	AT3	0.830
	AT4	0.879
	AT5	0.845
	AT7	0.742
PE	PE1	0.775
	PE2	0.832
	PE4	0.795
QT	QT1	0.905
	QT2	0.946
	QT3	0.884
EM	EM1	0.833
	EM2	0.781
	EM12	0.821
	EM13	0.740
	EM14	0.830
	EM16	0.824
SA	SA1	0.921
	SA2	0.914
	SA3	0.916
LY	LY2	0.834
	LY3	0.919
	LY4	0.901

SC	SC1	0.912
	SC2	0.823
	SC3	0.914
AA	AA1	0.921
	AA2	0.934
	AA3	0.894

Table 25. Means, standard deviations, and correlations among latent constructs

	Mean	SD	1	2	3	4	5	6	7	8
1.AT	6.06	0.94	1.000							
2.PE	5.67	1.16	0.798	1.000						
3.QT	5.94	0.92	0.748	0.763	1.000					
4.EM	6.21	0.82	0.781	0.719	0.714	1.000				
5.SA	6.37	0.74	0.753	0.684	0.691	0.875	1.000			
6.LY	6.03	0.96	0.727	0.744	0.720	0.825	0.792	1.000		
7.SC	5.22	1.25	0.513	0.668	0.569	0.567	0.487	0.640	1.000	
8.AA	4.74	1.59	0.452	0.687	0.517	0.464	0.393	0.561	0.898	1.000

## 2.2. Reliability and Validity

After assessing the model fit, internal consistency was examined by Cronbach's Alpha. The constructs' Cronbach's Alpha ranged between 0.828 and 0.940, which satisfied the criteria of greater than 0.70 (See Table 31). Construct validity was examined about convergent validity and discriminant validity. Convergent validity was assessed by using the standardized factor loadings, Average variance extracted (AVE), and the Composite reliability (CR). Standardized factor loadings are expected to be statistically significant and be 0.50 or ideally 0.70 or higher (Hair et al., 2006). All standardized factor loadings were statistically significant at  $p < 0.001$ . Standardized loading estimates ranged between 0.741 and 0.946. AVE was calculated by the sum of the squared standardized factor loadings of all items divided by the number of items under each construct. The rule of thumb is an AVE of 0.50 or higher to ensure convergent validity (Hair et al., 2006). If the AVE is less than 0.50, it suggests that there are more errors in the items than the variance explained by the construct (Hair et al., 2006). All values of the AVE were above 0.5 in the model, which supported good convergent validity. Therefore, the squared multiple correlation

coefficients (SMC) also ranged between 0.549 and 0.895. That is, at least 54.6% of the variance in each item was explained by the construct (Hair et al., 2006). Lastly, reliability was used as a measure of convergent validity. The composite reliability (CR) of each construct was calculated by the sum of square factor loadings divided by the total of the sum of squared factor loadings and the sum of the error variance for the construct (Hair et al., 2006). A value of 0.50 or higher is a good indicator of reliability. In this study, all values of CR ranged between 0.844 and 0.946. Therefore, convergent validity was satisfactory.

Table 26. CFA for measurement model

	Cronbach's Alpha	Standardized factor loading	CR	AVE
AT	0.928			
AT1		0.859	0.930	0.689
AT2		0.818		
AT3		0.831		
AT4		0.880		
AT5		0.845		
AT7		0.741		
PE	0.828		0.844	0.643
PE1		0.776		
PE2		0.833		
PE4		0.796		
QT	0.935		0.937	0.832
QT1		0.905		
QT2		0.946		
QT3		0.884		
EM	0.886		0.889	0.666
EM2		0.760		
EM12		0.828		
EM14		0.837		
EM16		0.838		
SA	0.940		0.941	0.841
SA1		0.918		
SA2		0.916		
SA3		0.917		
LY	0.909		0.916	0.784
LY2		0.834		
LY3		0.918		
LY4		0.902		

SC	0.913	0.915	0.781
SC1		0.912	
SC2		0.823	
SC3		0.914	
AA	0.940	0.940	0.840
AA1		0.921	
AA2		0.934	
AA3		0.894	

To assess the discriminant validity, this study used the average variance extracted (AVE) compared to the squared inter-factor correlations of any pair of constructs. It is expected that the AVE for each construct is greater than any squared inter-factor correlations associated with the construct (Hair et al., 2006). The latent factor is anticipated to explain better its indicators than it explains another factor (Hair et al., 2006). As shown in Table 27, the discriminant validity between most of the construct pairs is acceptable, except for the pair of EM and SA, and the pair of SC and AA.

Table 27. Discriminant validity for measurement model

	AVE	1	2	3	4	5	6	7	8
1.AT	0.689	1.000							
2.PE	0.643	0.637	1.000						
3.QT	0.832	0.560	0.582	1.000					
4.EM	0.666	0.610	0.517	0.510	1.000				
5.SA	0.841	0.567	0.468	0.477	0.766	1.000			
6.LY	0.784	0.529	0.554	0.518	0.681	0.627	1.000		
7.SC	0.781	0.263	0.446	0.324	0.321	0.237	0.410	1.000	
8.AA	0.840	0.204	0.472	0.267	0.215	0.154	0.315	0.806	1.000

### 2.3. Common Method Variance

In addition to the CFA, Harman's single-factor test was employed in order to detect the common method biases. Common method variance refers to "variance that is attributable to the measurement method rather than to the constructs that measures represent" (Podsakoff et al., 2003, p. 879). Common method biases result from measuring predictors and criterion variables with a single source and a single method at the same time or same location (Podsakoff et al.,

2003). If a single factor generated from unrotated exploratory factor analysis explains the majority of the covariance among measurement items, common method biases may occur (Podsakoff et al., 2003). EFA result showed that a total of three factors were generated, and one general factor explains 54.85% of the explained variance. Therefore, common method biases are less likely a significant issue.

### 3. Structural Model

#### 3.1. Proposed Structural Model

The proposed research model was examined using a structural equation modeling regarding overall model fit and structural parameter estimates including their size, direction, and statistical significance (Hair et al., 2006). The overall model fit of the completed proposed research model was reasonable ( $\chi^2 = 1086.837$ , degree of freedom = 336,  $p < 0.001$ ,  $\chi^2/df = 3.235$ , GFI = 0.886, RMSEA = 0.058, NFI = 0.941, CFI = 0.958, TLI = 0.953, PGFI = 0.733, PNFI = 0.836) (See Table 28). The structural path estimates are shown in Table 29. Perceived overall quality toward brand extension was predicted by brand extension's attribute-level performance ( $\beta = 0.372$ ,  $p < 0.001$ ) and brand extension's brand personality ( $\beta = 0.471$ ,  $p < 0.001$ ). H1 and H2 were supported. This indicated that the consumers with a high evaluation of brand extension's attribute-level performance and high agreement of the brand personality were more likely to have a high perceived overall quality toward brand extension. In particular, brand extension's brand personality was revealed to be the stronger predictor of perceived overall quality toward brand extension. Customer emotional responses toward brand extension was predicted by brand extension's attribute-level performance ( $\beta = 0.492$ ,  $p < 0.001$ ), brand extension's brand personality ( $\beta = 0.197$ ,  $p < 0.01$ ), and perceived overall quality toward brand extension ( $\beta = 0.195$ ,  $p < 0.01$ ). H3, H4, and H5 were supported. This indicated that the consumers with a high evaluation of brand extension's attribute-level performance and high agreement of the brand personality were more likely to have the positive consumer emotional responses toward brand extension. In



addition, consumers with a high perceived overall quality toward brand extension were more likely to have the positive consumer emotional responses toward brand extension.

Consumer satisfaction toward brand extension was predicted by perceived overall quality toward brand extension ( $\beta = 0.125, p < 0.001$ ) and consumer emotional responses toward brand extension ( $\beta = 0.794, p < 0.001$ ). H6 and H7 were supported. This indicated that the consumers with a high perceived overall quality toward brand extension and more positive consumer emotional responses toward brand extension were more likely to satisfy with the brand extension. Consumer brand loyalty toward hotel brand extension was predicted by perceived overall quality toward brand extension ( $\beta = 0.257, p < 0.001$ ), consumer emotional responses toward brand extension ( $\beta = 0.516, p < 0.001$ ), and consumer satisfaction toward brand extension ( $\beta = 0.156, p < 0.001$ ). H8, H9, and H10 were supported. This indicated that the consumers with a high perceived overall quality toward brand extension and positive consumer emotional responses toward brand extension were more likely to have a high consumer brand loyalty toward brand extension. In addition, the high consumer satisfaction toward brand extension could lead to the high consumer brand loyalty toward brand extension as well.

Moreover, the consumer brand loyalty toward hotel brand extension positively affected consumer attitudinal attachment toward parent brand ( $\beta = 0.569, p < 0.001$ ) and positively influenced consumer sense of community toward parent brand ( $\beta = 0.209, p < 0.001$ ). Consumer attitudinal attachment positively affected the consumer sense of community toward parent brand ( $\beta = 0.0778, p < 0.001$ ). As a result, H11, H12, H13 were supported. This indicated that the loyal consumers toward brand extension were more likely to have a high attitudinal attachment and a high sense of community toward the parent brand. In addition, a high attitudinal attachment toward parent brand could lead to a high sense of community toward parent brand as well. Figure 10 illustrates the proposed model with standardized path estimates and significance.

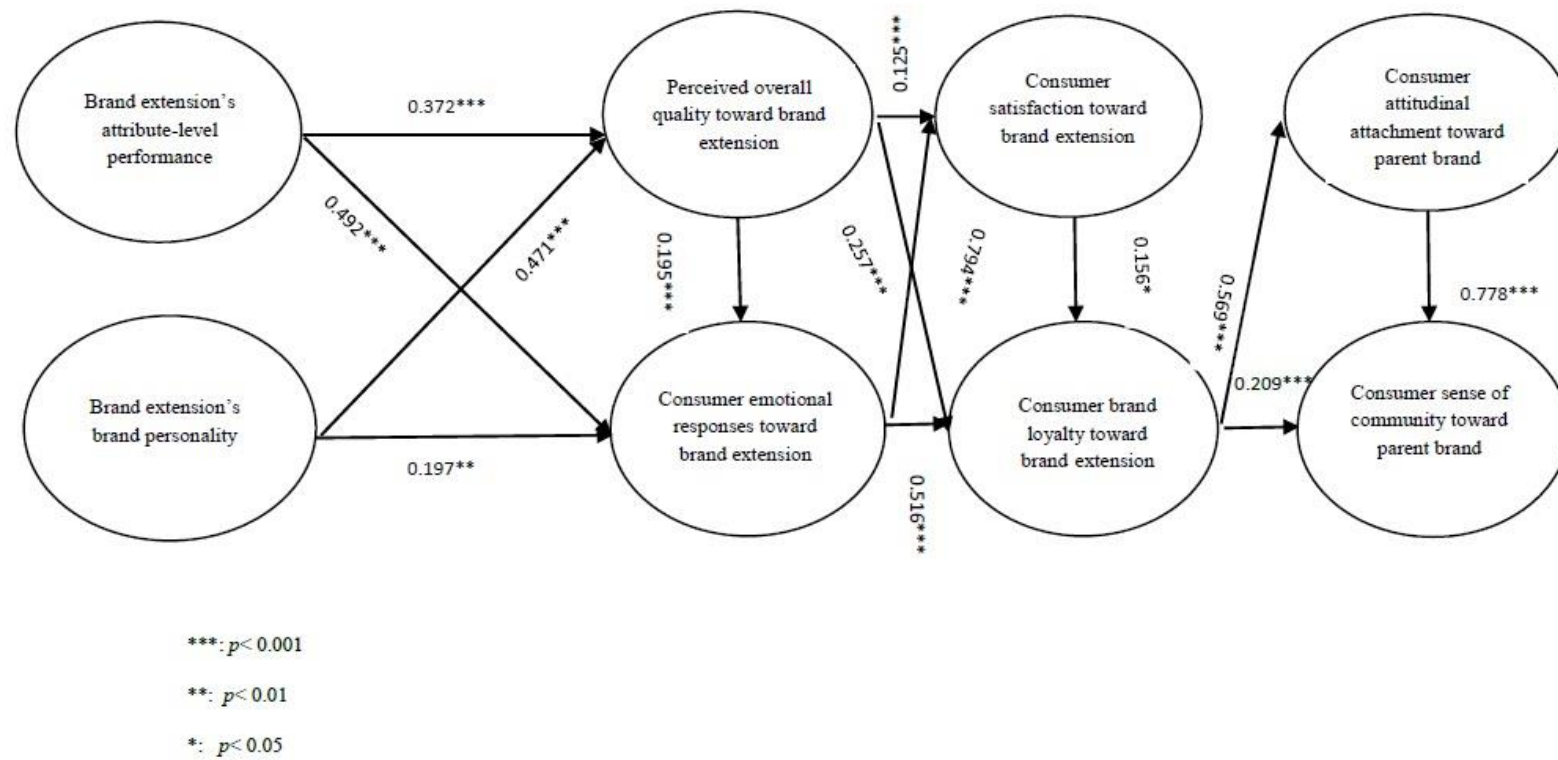
Table 28. Structural model goodness-of-fit

Category	Indices	Original Model
Absolute fit measures	Chi-squared statistics	1086.837
	Goodness-of-Fit Index (GFI)	0.886
	Root Mean Square Error of Approximation (RMSEA)	0.058
Incremental fit measures	Normed Fit Index (NFI)	0.941
	Comparative Fit Index (CFI)	0.958
	Tucker Lewis Index (TLI)	0.953
Parsimony fit measures	Parsimony Goodness-of-Fit Index (PGFI)	0.733
	Parsimony Normed Fit Index (PNFI)	0.836

Table 29. Structural path estimates

Path to	Path from	Hypothesis	Unstandardized	S.E.	<i>P</i>	Standardized
			Estimate			Estimate
QT	AT	H1	0.416	0.064	0.001	0.372
QT	PE	H2	0.600	0.077	0.001	0.471
EM	AT	H3	0.361	0.043	0.001	0.492
EM	PE	H4	0.165	0.053	0.002	0.197
EM	QT	H5	0.128	0.033	0.001	0.195
SA	QT	H6	0.096	0.029	0.001	0.125
SA	EM	H7	0.929	0.056	0.001	0.794
LY	QT	H8	0.267	0.04	0.001	0.257
LY	EM	H9	0.816	0.118	0.001	0.516
LY	SA	H10	0.211	0.09	0.019	0.156
SC	LY	H12	0.279	0.037	0.001	0.209
AA	LY	H11	0.984	0.067	0.001	0.569
SC	AA	H13	0.600	0.024	0.001	0.778

Figure 10. Hypothesized Model with Path Estimates

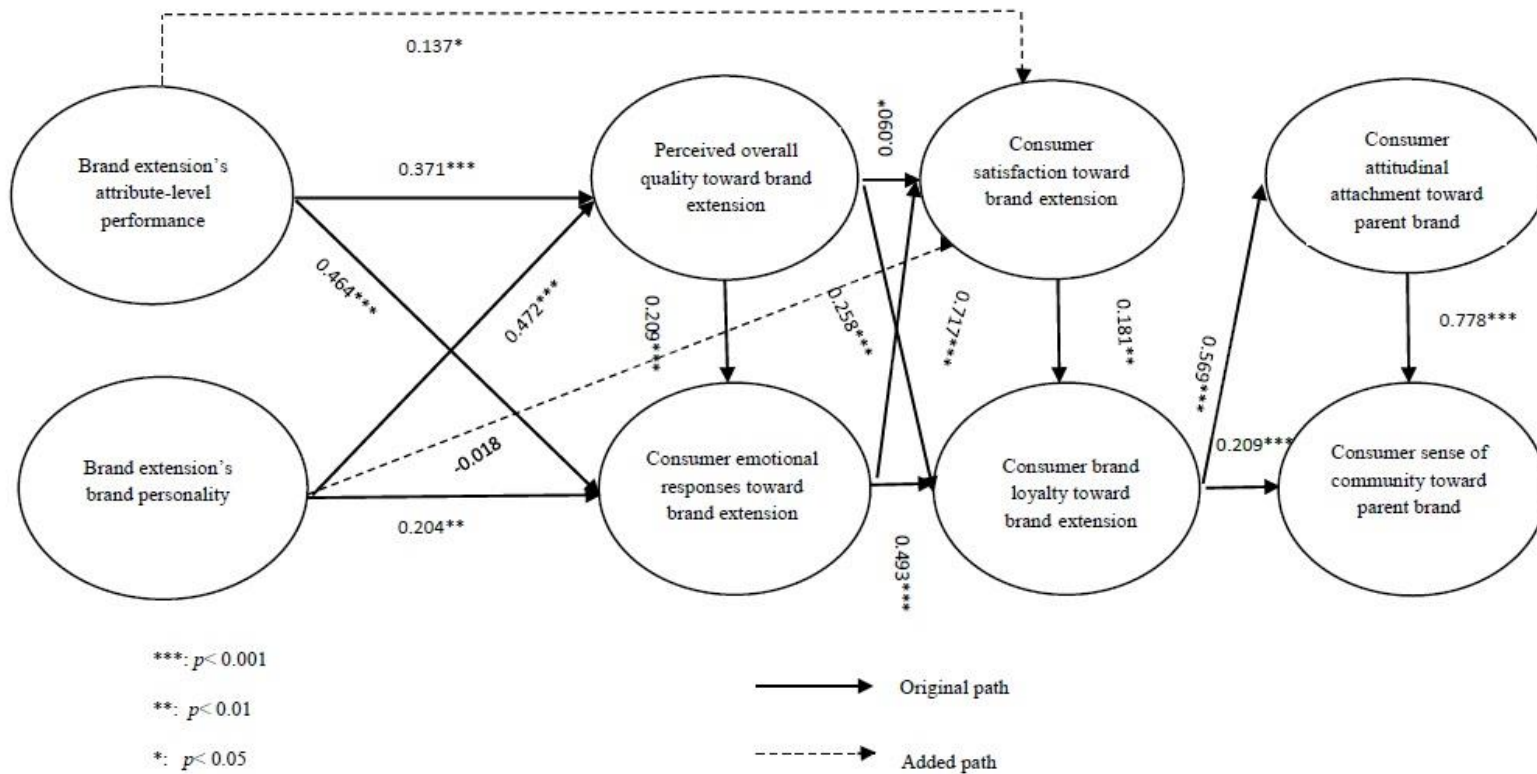


### 3.2. Competing Models

#### 3.2.1. Competing Model 1

Competing Model 1 included two additional paths directly from brand extension's attribute-level performance to consumer satisfaction toward brand extension and from brand extension's brand personality to consumer satisfaction toward brand extension (See Figure 11). The path between brand attribute-level performance and consumer satisfaction can be supported by previous literature (e.g., Barsky, 1992; Choi & Chu, 2001). Oliver (1980) pointed out that the consumer satisfaction was generated by comparing customer perceived performance and their expectations based on the disconfirmation of expectation theory. Kano et al. (1984) proposed the three-factor theory of consumer satisfaction and classified different types of quality attributes into three factors, which were basic factors, excitement factors, and performance factors. The relationship between attribute-level performance and overall consumer satisfaction can be found from Oliver (1993), and Anderson and Mittal (2000). However, if using attribute-level performance as the indicators of consumer satisfaction, more factors have to be considered, such as the importance of the attributes on the customer satisfaction evaluation and the changes of the attributes' importance over time (Mittal, Katrichis, & Kumar, 2001). The path between brand personality and consumer satisfaction can be supported by previous literature (e.g., Kim, Lee, & Suh, 2015). Lee, Back, and Kim (2009) found the positive relationship between the restaurant brand personality and consumer satisfaction.

Figure 11. Competing Model 1 with Path Estimates



### 3.2.2. Competing Model 2

Competing Model 2 removed the path from consumer attitudinal attachment toward parent brand to consumer sense of community toward parent brand (Figure 12). Such a modification can be supported by previous literature (Huang et al., 2014; Keller, 2016). Keller (2016) mentioned that consumer attitudinal attachment and consumer sense of community were two categories of brand resonance but did not point out any relationship between these two constructs. Empirically, Huang et al. (2014) viewed attitudinal attachment and consumer sense of community toward parent brand as the brand relationship quality but did not assess their relationship. Therefore, the constructs of consumer attitudinal attachment and sense of community have been treated as two parallel indicators of brand resonance intensity. This study tended to test if such parallel relationship fits the overall structural model and attempted to understand if the relationship between consumer attitudinal attachment and sense of community could be neglected without significantly affect the overall structural model. Hence, the path between these two constructs was removed in the Competing Model 2.

Figure 12. Competing Model 2 with Path Estimates

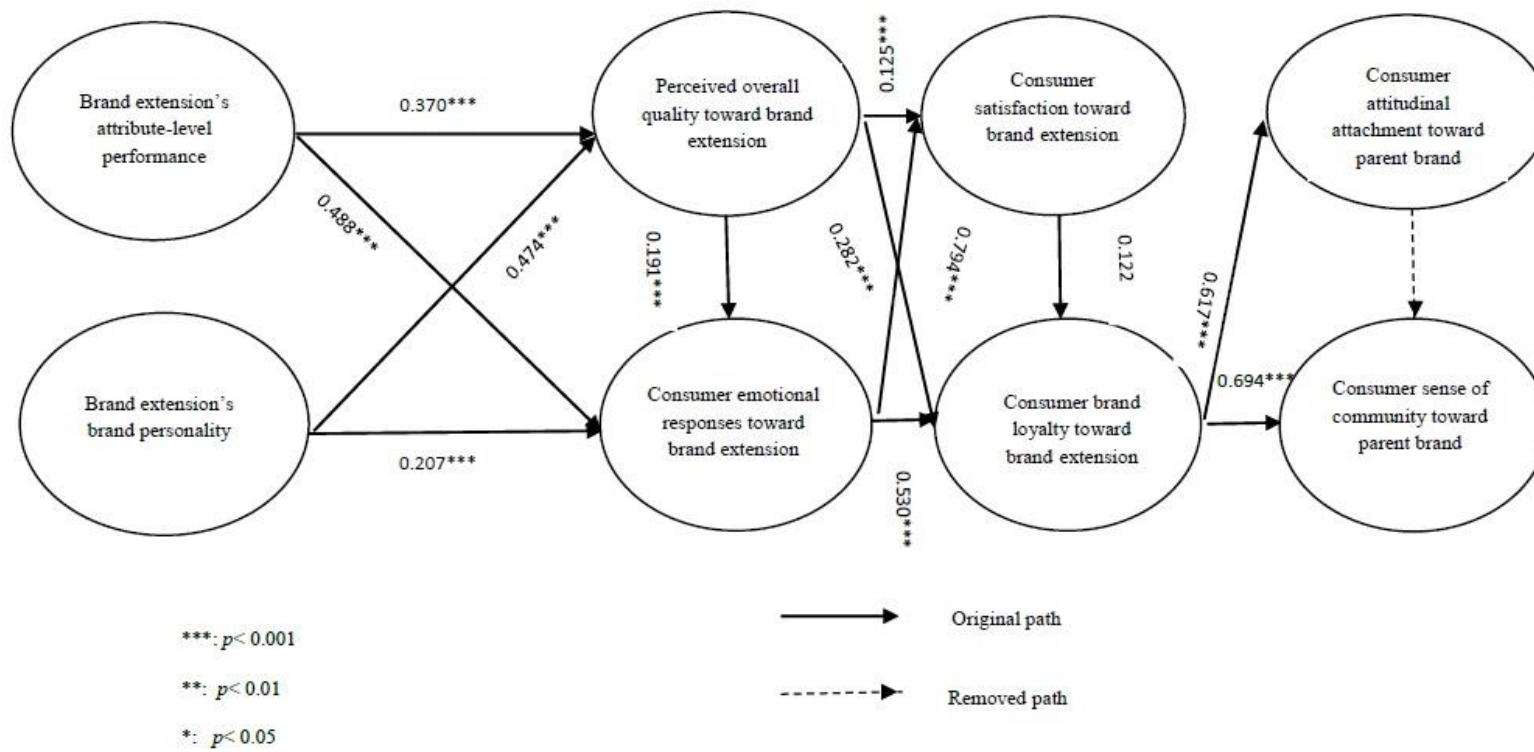


Table 30 presents the overall model fits from the original model and two competing models. The  $\chi^2$  difference tests were conducted to assess if there is a significant difference in  $\chi^2$  statistics between the original model and two competing models. If the test fails to reject the null hypothesis, there is statistically no significant difference between the models and the original model is acceptable (Hair et al., 2006). With reference to the Competing Model 1, the  $\chi^2$  difference test revealed that there was no significant  $\chi^2$  change between the proposed model and the Competing Model 1 (change of df= 2, change of  $\chi^2$ = 6.94,  $p$ = 0.97). Moreover, the original model's PGFI and PNFI were higher than the Competing Model 1. When compared the original model with the Competing Model 2, the  $\chi^2$  difference test revealed that there was no significant  $\chi^2$  change between the proposed model and the Competing Model 2 (change of df= -1, change of  $\chi^2$ = -531.468,  $p$ = 1.00). Competing Model 2's overall model fits were worse than the original model. Therefore, the original model is acceptable.

Table 30. Fit statistics of the original and competing models

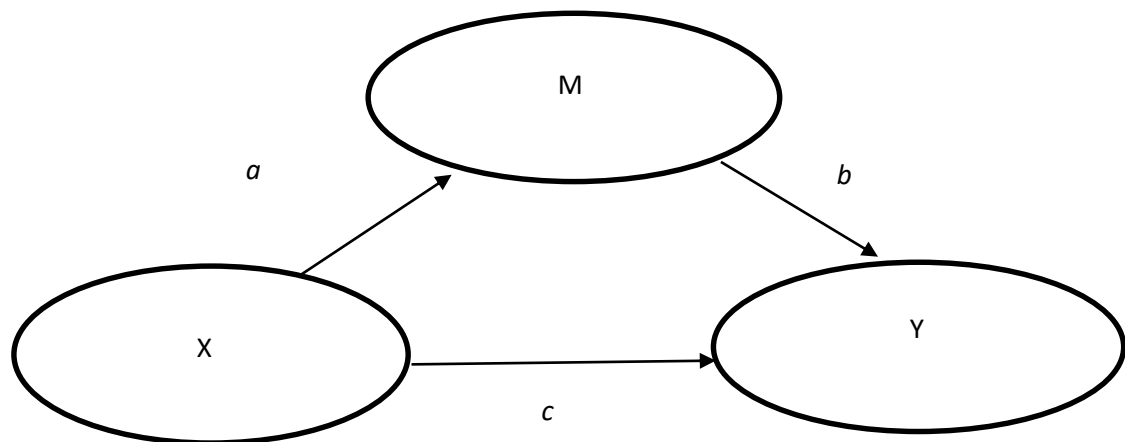
Indices	Original model	Competing Model 1	Competing Model 2
$\chi^2$ statistics	1086.837	1079.897	1618.305
Degree of freedom (df)	336	334	337
$\chi^2$ statistics/df	3.235	3.233	4.802
Change of $\chi^2$ statistics		6.94 ( $p$ = 0.97)	-531.468 ( $p$ = 1.00)
Change of df		2	-1
Goodness-of-Fit Index (GFI)	0.886	0.887	0.842
Root Mean Square Error of Approximation (RMSEA)	0.058	0.058	0.076
Normed Fit Index (NFI)	0.941	0.941	0.912
Comparative Fit Index (CFI)	0.958	0.959	0.929
Tucker Lewis Index (TLI)	0.953	0.953	0.920
Parsimony Goodness-of-Fit Index (PGFI)	0.733	0.729	0.699
Parsimony Normed Fit Index (PNFI)	0.836	0.832	0.813



### 3.3. Mediation Analysis

If the independent variable affects the dependent variable through at least one intervening variable, there is the mediation effect, and the intervening variable is the mediator (Preacher & Hayes, 2008). Figure 12 illustrates the mediating relationships. There are three types of mediation. Full mediation refers to all of the correlation between  $X$  and  $Y$  is accounted for by the product of the correlation between  $X$  and  $M$  and  $M$  and  $Y$ . In other words, the correlation between  $X$  and  $Y$ , controlling for  $M$ , is zero. The path coefficient  $a$  and  $b$  must be significant, and  $c$  is not significant. This means all of the variances in  $Y$  is fully accounted for by  $M$ , and that  $M$  captures all the effect of  $X$  on  $Y$ . Partial mediation is that only some of the correlation between  $X$  and  $Y$  is accounted for by the product of the correlation between  $X$  and  $M$  and  $M$  and  $Y$ . In other words, the correlation between  $X$  and  $Y$ , controlling for  $M$ , is non-zero and positive.  $a$  and  $b$  must be significant, and  $c$  is also significant. It means while  $M$  explains a significant portion of the variance in  $Y$ , but  $X$  also explains some of the variances in  $Y$ . Suppression is that only some of the correlation between  $X$  and  $Y$  is accounted for by the product of the correlation between  $X$  and  $M$  and  $M$  and  $Y$ . In other words, the correlation between  $X$  and  $Y$ , controlling for  $M$ , is non-zero and negative. In this study, the statistical significance of indirect effects was obtained by using bias-corrected bootstrap confidence intervals (Arbuckle, 2010).

Figure 13. Mediator



### 3.3.1. Mediating role of perceived overall quality toward brand extension on the relationship between brand extension's attribute-level performance and consumer emotional responses toward brand extension

Brand extension's attribute-level performance was positively related to perceived overall quality toward brand extension ( $\beta = 0.372, p < 0.001$ ) and consumer emotional responses toward brand extension ( $\beta = 0.492, p < 0.001$ ), respectively. Perceived overall quality toward brand extension was positively related to consumer emotional responses toward brand extension ( $\beta = 0.195, p < 0.001$ ). The indirect effect of brand extension's attribute-level performance on consumer emotional responses toward brand extension was 0.073. It generated a 0.565 total effect (direct effect 0.492+ indirect effect 0.073). The indirect effect was weaker than the direct effect, accounting for 12.92% of the total effect. This indicated the partial mediating effect of perceived overall quality toward brand extension on the relationship between brand extensions' attribute-level performance and consumer emotional responses toward brand extension. The brand extension's attribute-level performance directly influenced consumer emotional responses toward brand extension and indirectly influenced consumer emotional responses toward brand extension by enhancing perceived overall quality toward brand extension.

### 3.3.2. Mediating role of perceived overall quality toward brand extension on the relationship between Brand Extension's Brand Personality and consumer emotional responses toward brand extension

Brand extension's brand personality was positively related to perceived overall quality toward brand extension ( $\beta = 0.471, p < 0.001$ ) and consumer emotional responses toward brand extension ( $\beta = 0.197, p < 0.01$ ), respectively. Perceived overall quality toward brand extension was positively related to consumer emotional responses toward brand extension ( $\beta = 0.195, p < 0.001$ ). The indirect effect of brand extension's brand personality on consumer emotional responses

toward brand extension was 0.092. It generated a 0.289 total effect (direct effect 0.197+ indirect effect 0.092). The indirect effect was weaker than the direct effect, accounting for 31.83% of the total effect. This indicated the partial mediating effect of perceived overall quality toward brand extension on the relationship between brand extension's brand personality and consumer emotional responses toward brand extension. Brand extension's brand personality directly influenced the consumer emotional responses toward brand extension and indirectly influenced consumer emotional responses toward brand extension by enhancing perceived overall quality toward brand extension.

### 3.3.3. Mediating role of consumer emotional responses toward brand extension on the relationship between perceived overall quality toward brand extension and consumer satisfaction toward brand extension

Perceived overall quality toward brand extension was positively related to consumer emotional responses toward brand extension ( $\beta = 0.195, p < 0.001$ ) and consumer satisfaction toward brand extension ( $\beta = 0.125, p < 0.001$ ), respectively. Consumer emotional responses toward brand extension were positively related to consumer satisfaction toward brand extension ( $\beta = 0.794, p < 0.001$ ). The indirect effect of perceived overall quality toward brand extension on consumer satisfaction toward brand extension was 0.154. It generated a 0.279 total effect (direct effect 0.125+ indirect effect 0.154). The indirect effect was stronger than the direct effect, accounting for 55.20% of the total effect. This indicated the partial mediating effect of consumer emotional responses toward brand extension on the relationship between perceived overall quality toward brand extension and consumer satisfaction toward brand extension. The perceived overall quality toward brand extension directly influenced consumer satisfaction toward brand extension and indirectly influenced consumer satisfaction toward brand extension by enhancing consumer emotional responses toward brand extension.

3.3.4. Mediating role of consumer satisfaction toward brand extension on the relationship between perceived overall quality toward brand extension and consumer brand loyalty toward brand extension

Perceived overall quality toward brand extension was positively related to consumer brand loyalty toward brand extension ( $\beta = 0.257, p < 0.001$ ) and consumer satisfaction toward brand extension ( $\beta = 0.125, p < 0.001$ ), respectively. Consumer satisfaction toward brand extension is positively related to consumer brand loyalty toward brand extension ( $\beta = 0.156, p < 0.05$ ). The indirect effect of perceived overall quality toward brand extension on consumer brand loyalty toward brand extension was 0.020. It generated a 0.277 total effect (direct effect 0.257+ indirect effect 0.020). The indirect effect was weaker than the direct effect, accounting for 7.22% of the total effect. This indicated the partial mediating effect of consumer satisfaction toward brand extension on the relationship between perceived overall quality toward brand extension and consumer brand loyalty toward brand extension. The perceived overall quality toward brand extension directly influenced consumer brand loyalty toward brand extension and indirectly influenced consumer brand loyalty toward brand extension by enhancing consumer satisfaction toward brand extension.

3.3.5. Mediating role of consumer satisfaction toward brand extension on the relationship between consumer emotional responses toward brand extension and consumer brand loyalty toward brand extension

Consumer emotional responses toward brand extension were positively related to consumer brand loyalty toward brand extension ( $\beta = 0.516, p < 0.001$ ) and consumer satisfaction toward brand extension ( $\beta = 0.794, p < 0.001$ ), respectively. Consumer satisfaction toward brand extension was positively related to consumer brand loyalty toward brand extension ( $\beta = 0.156, p < 0.001$ ). The indirect effect of consumer emotional responses toward brand extension on consumer brand loyalty toward brand extension was 0.124. It generated a 0.650 total effect (direct effect

0.516+ indirect effect 0.124). The indirect effect was weaker than the direct effect, accounting for 19.08% of the total effect. This indicated the partial mediating effect of consumer satisfaction toward brand extension on the relationship between consumer emotional responses toward brand extension and consumer brand loyalty toward brand extension. Consumer emotional responses toward brand extension directly influenced consumer brand loyalty toward brand extension and indirectly influenced consumer brand loyalty toward brand extension by enhancing consumer satisfaction toward brand extension.

### 3.3.6. Mediating role of consumer attitudinal attachment toward parent brand on the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand

Consumer brand loyalty toward brand extension was positively related to consumer attitudinal attachment toward parent brand ( $\beta = 0.569, p < 0.001$ ) and consumer sense of community toward parent brand ( $\beta = 0.209, p < 0.001$ ), respectively. Consumer attitudinal attachment toward parent brand was positively related to consumer sense of community toward parent brand ( $\beta = 0.778, p < 0.001$ ). The indirect effect of consumer brand loyalty toward brand extension on consumer sense of community toward parent brand was 0.443. It generated a 0.652 total effect (direct effect 0.209+ indirect effect 0.443). The indirect effect was stronger than the direct effect, accounting for 67.94% of the total effect. This indicated the partial mediating effect of consumer attitudinal attachment toward parent brand on the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand. The consumer brand loyalty toward brand extension directly influenced the consumer sense of community toward parent brand and indirectly influenced consumer sense of community toward parent brand by enhancing consumer attitudinal attachment toward parent brand.

#### 4. Moderating Effects of Perceived Image Fit

A moderator is the third variable that influences the zero-order correlation of two other variables (Kline, 2011). Baron and Kenny (1986, p. 1174) defined a moderator as “a qualitative (e.g., gender, race, class) or quantitative (e.g., level of reward) variable that affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable.” Hierarchical multiple regression is a common approach to test moderating effects, especially for the moderators with continuous values. Using the hierarchical multiple regression to test a moderating effect needs to compare the coefficient of determinants between the model without interaction term and the model with interaction term.

##### 4.1. Moderating Effect of Perceived Image Fit on the Relationship between Consumer Brand Loyalty toward Brand Extension and Consumer Attitudinal Attachment toward Parent Brand

With the dependent variable as consumer attitudinal attachment toward parent brand, consumer brand loyalty toward brand extension and perceived image fit were two independent variables in Model 1. The results from OLS regression showed  $R^2$  as 0.303,  $R^2$  adj as 0.301,  $R^2$  change as 0.303,  $F$  as 142.042 ( $p < 0.001$ ), and  $F$  change as 142.042 ( $p < 0.001$ ). The positive relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand was positively and significantly ( $\beta = 0.469$ ,  $p < 0.001$ ). It was consistent with the result from H11. By adding the interaction term in to the model (Model 2), the results showed  $R^2$  as 0.326,  $R^2$  adj as 0.323,  $R^2$  change as 0.326,  $F$  as 105.376 ( $p < 0.001$ ), and  $F$  change as 105.376 ( $p < 0.001$ ). The positive relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand was positively and significantly ( $\beta = 0.528$ ,  $p < 0.001$ ). The positive relationship between perceived image fit and consumer attitudinal attachment toward parent brand was positively and significantly ( $\beta = 0.141$ ,  $p < 0.001$ ). The interaction term was positively and significantly related to consumer attitudinal

attachment toward parent brand ( $\beta = 0.173, p < 0.001$ ). H14 was supported. That was, perceived image fit positively moderated the relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand. When perceived image fit was high, the positive relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand was stronger. When perceived image fit was low, the positive relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand was weaker. Table 31 shows the regression results.

Table 31. Moderating effect of perceived image fit on the relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand

Model 1: Without moderator								
Variable	Unstandardized coefficient	Standardized coefficient	<i>t</i>	<i>R</i> <sup>2</sup>	<i>R</i> <sup>2</sup> <sub>adj</sub>	<i>R</i> <sup>2</sup> change	<i>F</i>	<i>F</i> change
Constant				0.303	0.301	0.303	142.042***	142.042***
LY	0.800	0.469	10.783***					
FT	0.199	0.113	2.597**					
Model 2: With moderator								
Variable	Unstandardized coefficient	Standardized coefficient	<i>t</i>	<i>R</i> <sup>2</sup>	<i>R</i> <sup>2</sup> <sub>adj</sub>	<i>R</i> <sup>2</sup> change	<i>F</i>	<i>F</i> change
Constant				0.326	0.323	0.326	105.376***	105.376***
LY	-0.380		-2.298*					
LY	0.901	0.528	11.853***					
FT	0.249	0.141	3.274***					
Interaction	0.085	0.173	4.758***					

#### 4.2. Moderating Effect of Perceived Image Fit on the Relationship between Consumer Brand Loyalty toward Brand Extension and Consumer Sense of Community toward Parent Brand

With the dependent variable as consumer sense of community toward parent brand, consumer brand loyalty toward brand extension and perceived image fit were two independent variables in Model 1. The results from OLS regression showed  $R^2$  as 0.378,  $R^2$  adj as 0.376,  $R^2$  change as 0.378,  $F$  as 198.559 ( $p < 0.001$ ), and  $F$  change as 198.559 ( $p < 0.001$ ). The positive

relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand was positively and significantly ( $\beta = 0.492, p < 0.001$ ). It was consistent with the result from Hypothesis 12. By adding the interaction term in to the model (Model 2), the results showed  $R^2$  as 0.378,  $R^2$  adj as 0.375,  $R^2$  change as 0.378,  $F$  as 143.680 ( $p < 0.001$ ), and  $F$  change as 143.680 ( $p < 0.001$ ). The positive relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand was positively and significantly ( $\beta = 0.547, p < 0.001$ ). The positive relationship between perceived image fit and consumer sense of community toward parent brand was positively and significantly ( $\beta = 0.192, p < 0.001$ ). The interaction term was positively and significantly related to consumer sense of community toward parent brand ( $\beta = 0.159, p < 0.001$ ). H15 was supported. That was, perceived image fit positively moderated the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand. When perceived image fit was high, the positive relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand was stronger. When perceived image fit was low, the positive relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand was weaker. Table 32 shows the regression results.

Table 32. Moderating effect of perceived image fit on the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand

Model 1: Without moderator								
Variable	Unstandardized coefficient	Standardized coefficient	<i>t</i>	<i>R</i> <sup>2</sup>	<i>R</i> <sup>2</sup> adj	<i>R</i> <sup>2</sup> change	<i>F</i>	<i>F</i> change
				0.378	0.376	0.378	198.559***	198.559***
Constant			0.012***					
LY	0.643	0.492	11.984***					
FT	0.223	0.166	4.031***					
Model 2: With moderator								
Variable	Unstandardized coefficient	Standardized coefficient	<i>t</i>	<i>R</i> <sup>2</sup>	<i>R</i> <sup>2</sup> adj	<i>R</i> <sup>2</sup> change	<i>F</i>	<i>F</i> change
				0.398	0.395	0.398	143.680***	143.680***
constant	-0.268		-2.238**					
LY	0.714	0.547	12.981***					



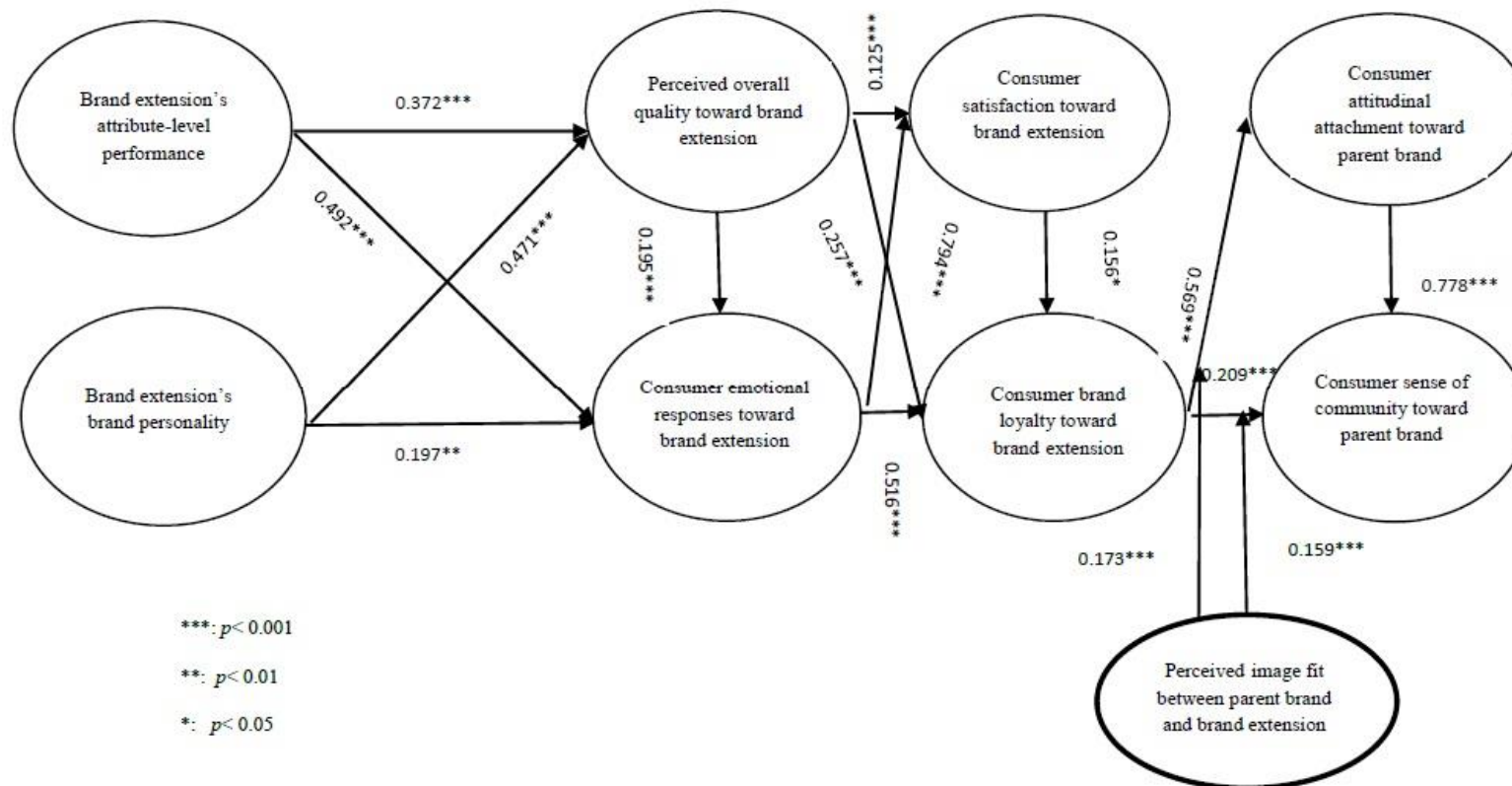
FT	0.258	0.192	4.696***
Interaction	0.060	0.159	4.635***

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## 5. Summary of Hypotheses Testing Results

The Hypothesis 1 to Hypothesis 15 from the proposed model were supported by the testing results from SEM and Hierarchical Regression. The summary is illustrated on Figure 14.

Figure 14. Summary of Hypotheses Results



## CHAPTER V

### CONCLUSION

#### 1. Summary of Findings

The main purposes of this study were to (1) establish an integrated customer-based brand extension equity resonance model in the U.S. lodging context, and (2) provide the practical suggestions for the hotel practitioners to build the strong brands. In particular, I am interested in investigating the roles of two brand associations, brand extension's attribute-level performance, and brand extension's brand personality on determining consumer's rational and emotional judgment toward the hotel brand extension by applying associative network theory, cue utilization theory, self-congruity theory, and Mehrabian-Russell Model. In addition, this study found the relationship among the consumer judgment, satisfaction, and loyalty toward the hotel brand extension. Moreover, this study considered the feedback effect and discussed the mechanism how consumer brand loyalty toward brand extension could affect the consumer-brand relationship of the parent brand, that is brand resonance. Beyond these discussions, this study also investigated the moderating role of perceived image fit on the relationship between consumer brand loyalty toward brand extension and parent brand resonance dimensions. This study tended to indicate hotel developer and managers to pay attention to the critical brand extension associations and focus on the consumer-brand relationships.

## 2. Discussions

### 2.1. The Effects of Brand Associations on Consumer Judgment toward Brand Extension

This study found that the hotel brand extension's attribute-level performance and brand extension's brand personality positively affected consumer perceived overall quality toward brand extension, which was supported by Hypothesis 1 and Hypothesis 2. That is to say, the consumers with a high evaluation of brand extension's attribute-level performance and high agreement of the brand personality were more likely to have a high perceived overall quality toward brand extension. In particular, brand extension's brand personality was revealed to be the stronger predictor of perceived overall quality toward brand extension.

This study also found that the hotel brand extension's attribute-level performance and brand extension's brand personality positively affected consumer emotional responses toward brand extension, which were supported by Hypothesis 3 and Hypothesis 4. That is to say, the consumers with a high evaluation of brand extension's attribute-level performance and high agreement of the brand personality were more likely to have the positive consumer emotional responses toward brand extension. In particular, hotel brand extension's attribute-level performance was revealed to be the stronger predictor of consumer emotional responses toward brand extension.

Based on Keller (2001)'s brand resonance model, to generate consumers' rational judgment about the hotel brand extension (e.g., perceived overall quality toward brand extension) and emotional responses (e.g., consumer emotional responses toward brand extension), reaching the brand performance and imagery is the necessary step. The essential piece is to build the brand associations based on the brand performance and imagery. The brand associations are the fundamental component of the customer-based brand equity. Following the associative network memory theory (Anderson, 1983; Collins & Loftus, 1975), the brand extension's attribute-level

performance and brand extension's brand personality raise brand meaning to the consumers. Consumers experienced the attributes when they stayed in one of the selected brands. The tangible hotel products and intangible services form the cues to customers and allow them to make the evaluations regard to their perceived quality based on cue utilization theory. Brand personality is essential on the customer-based brand equity because the well-established brand personality may increase the brand preference and usage (Siguaw et al., 1999). The consumers have the high preference for the product's personality matching their self-image (Govers & Schoormans, 2005). Brand personality's congruity positively affects the consumers' attitudes toward the brands (De Chernatony & Dall'Olmo Riley, 1998; Harris & Fleming, 2005).

As the brand associations, the high hotel brand extension's attribute-level performance and brand personality can directly lead to consumers' positive emotions based on the Mehrabian-Russell Model (Mehrabian & Russell, 1974). Hotel brand extension's attribute-level performance can trigger consumers' internal emotional states, while the brand personality can be considered as the antecedents of the emotions (Larsen & Ketelaar, 1991; Costa et al., 1991; Yik & Russell, 2001). In the meantime, the hotel brand extension's attribute-level performance and personality can indirectly affect consumers' emotional responses through the mediating effect of their perceived overall quality toward brand extension. This argument was supported by the Hypothesis 5. Perceived overall quality toward brand extension mediates on the relationship between brand extension's attribute-level performance and consumer emotional responses toward brand extension, and the relationship between brand extension's brand personality and consumer emotional responses toward brand extension.

## 2.2. The Effects of Consumer Judgment on Consumer Brand Loyalty toward Brand Extension

This study found that the consumer perceived overall quality toward brand extension and their emotional responses toward brand extension positively affected consumer satisfaction

toward brand extension, which were supported by Hypothesis 6 and Hypothesis 7. That is to say, the consumers with a high perceived overall quality toward brand extension and more positive consumer emotional responses toward brand extension were more likely to satisfy the brand extension. In particular, consumer emotional responses toward brand extension were revealed to be the stronger predictor of consumer satisfaction toward brand extension.

This study also found that the consumer perceived overall quality toward brand extension and their emotional responses toward brand extension positively affected consumer brand loyalty toward brand extension, which were supported by Hypothesis 8 and Hypothesis 9. That is to say, the consumers with a high perceived overall quality toward brand extension and positive consumer emotional responses toward brand extension were more likely to have a high consumer brand loyalty toward brand extension. In particular, consumer emotional responses toward brand extension were revealed to be the stronger predictor of consumer brand loyalty toward hotel brand extension.

Based on the expectancy disconfirmation theory (Oliver, 1980), the positive disconfirmation can be generated from the consumers' international feelings (Leisen & Vance, 2001). Therefore, the consumers' emotions can be an important predictor of their satisfaction (Westbrook, 1987). Moreover, the perceived overall quality toward brand extension is consumer's global judgment toward the hotel brand extension. The high perceive quality may generate customer's satisfied feelings.

Parasuraman et al. (1988, p. 16) pointed that "perceived service quality is a global judgment, or attitude, relating to the superiority of the service, whereas satisfaction is related to a specific transaction." The perceived overall quality toward brand extension provides global evaluation regard to a firm's service delivery system, while the consumer satisfaction reflects the customer's post-consumption experience (Anderson & Fornell, 1994). The expectancy-

disconfirmation theory (Oliver, 1981) stated that the comparisons between the perceptions and expectations toward a product/service could generate the consumer satisfaction, which is a function of such disconfirmation. Consumer satisfaction is a criterion variable in the expectancy model (Oliver, 1997). The perceived quality positively influences the feelings of consumer satisfaction. Moreover, consumer emotional responses toward brand extension mediate the relationship between perceived overall quality toward brand extension and consumer satisfaction toward brand extension. The perceived overall quality toward brand extension directly influenced the consumer satisfaction toward brand extension and indirectly influenced consumer satisfaction toward brand extension by enhancing consumer emotional responses toward brand extension. This result is also an indication of Mehrabian-Russell Model.

Consumers' perceived overall quality toward brand extension and their emotional responses toward brand extension can directly cause consumer brand loyalty toward the hotel brand extension. Perceived quality represents consumers' judgments about a product's overall excellence or superiority. Consistently holding such superior brand attitude may be the antecedent of generating brand loyalty, such as repurchase and recommend intentions (Parasuraman et al., 1985). At the same time, consumer perceived overall quality toward brand extension and consumer emotional responses toward brand extension can indirectly affect consumer brand loyalty toward brand extension through the mediating effect of their satisfaction. This argument was supported by the Hypothesis 10. Based on evaluative-cognitive consistency theory (Eagly & Chaiken, 1995), a positive attitude may be consistent with the positive belief. The consumers who highly satisfy the hotel brand extension may have the high consumer brand loyalty toward brand extension as well. The consumer satisfaction toward brand extension mediates the relationship between perceived overall quality toward brand extension and consumer brand loyalty toward brand extension, and the relationship between consumer emotional responses toward brand extension and consumer brand loyalty toward brand extension.

### 2.3. The Effects of Consumer Brand Loyalty toward Brand Extension on Parent Brand Resonance

This study found that the consumer brand loyalty toward brand extension positively affected their attitudinal attachment and consumer sense of community toward parent brand, which was supported by Hypothesis 11 and Hypothesis 12. That is to say, the loyal consumers toward hotel brand extension were more likely to resonate with the parent brand. Keller (1993) argued that resonating with a brand required consumers to actively raise the psychological attachment to the brand beyond frequently purchasing the branded products. Achieving brand resonance is the ultimate step to build strong customer-based brand equity. Based on the attachment theory (Mikulincer & Shaver 2007), social identity theory, and considering the hotel brand extension's feedback effect on the parent brand, consumer brand loyalty toward brand extension with strong repurchase and recommend intentions may have the consistent preference toward brand extension. The positive attitude and beliefs toward brand extension can be strengthened and motivate consumers updating the brand associations of the parent brand so that to create a strong psychological attachment and the consumer sense of community to the parent brand. Moreover, consumer attitudinal attachment toward parent brand positively affected the consumer sense of community toward parent brand. It was supported by Hypothesis 13 testing result. Since the brand attachment involves psychological appropriation of specific brands, self-extension, and personal history between the consumer and the brand, it indicates a higher identification with the brand from the consumers and a strong consumer sense of community toward parent brand.

### 2.4. The Moderating Effect of Perceived Image Fit

This study found the perceived image fit positively moderated the relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward



parent brand, as well as moderated the relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand. That is to say, when perceived image fit was high, the positive relationship between consumer brand loyalty toward brand extension and consumer attitudinal attachment toward parent brand was stronger, and the positive relationship between consumer brand loyalty toward brand extension and consumer sense of community toward parent brand was stronger.

### 3. Contributions

#### 3.1. Theoretical Contributions

This study proposed and examined an integrated customer-based brand extension equity resonance model. As Kayaman and Arasli (2007) mentioned, the discussions regard to the service brand equity were not as developed as the brand equity with tangible products. Services differ from products in the unique characteristics including intangibility, inseparability of production and consumption, heterogeneity of quality and perishability (De Chernatony & Segal-Horn, 2001). The lodging industry is one of them. Therefore, the lodging companies have been challenged for capitalizing their guests' intangible experience by maximizing their cognitive processing abilities (Berry, 2000) and strengthening the brand. Based on Keller's customer-based brand equity model (1993), the strong brand equity may be generated if the consumer has favorable, strong, and unique brand associations in the memory. This study used associative network theory, cue utilization theory, self-congruity theory, and Mehrabian-Russell Model to explore how hotel extension's brand associations (i.e., brand extension's attribute-level performance and brand extension's brand personality) influence consumers' attitudes toward the brands. In addition, this study found out the mediating effects of consumer emotional responses toward brand extension on the relationship between brand associations and brand extension's marketing performance (e.g., consumer satisfaction and consumer brand loyalty). The consumer emotional responses toward brand extension influenced by different types of brand associations

simultaneously as well as their rational judgments. The consumer satisfaction toward brand extension and consumer brand loyalty toward brand extension are triggered by their cognitive evaluations and affective feelings.

Based on the brand resonance model, this study considered the feedback effect and found the mechanism how consumer brand loyalty toward hotel brand extension could affect the consumer-brand relationship of the parent brand. The results indicate that the consumer brand loyalty toward hotel brand extension generates, updates, and strengthen the brand knowledge of the hotel parent brand and build new and persistent associations to the parent brand. The consumer brand loyalty toward hotel brand extension has a stronger association with consumer attitudinal attachment toward parent brand than the association with consumer sense of community toward parent brand. Applying social identity theory and attachment theory, when consumers feel more attached with the hotel parent brand, they have the strong perception of overlap with the brand, and then consumers should be more likely to perceive a psychological sense of brand community. Therefore, the strong consumer attitudinal attachment toward parent brand leads to the strong consumer sense of community toward parent brand. Moreover, since the consumer attitudinal attachment toward parent brand receives more attitude and brief updates from the brand extension, it mediates consumer sense of community toward parent brand from the consumer brand loyalty toward brand extension. Such a process helps lodging companies build strong consumer-brand relationship and achieve the resonance.

### 3.2. Empirical Contributions

The lodging companies face the biggest challenge that is to capitalize the intangible services and guest memories and experience. Since most of the U.S. chain hotel companies have brand extensions, the customer-based brand equity model provides a guideline to formulate their branding strategies. Aiming to build sound brands for the lodging firms, this study found how

brand associations influenced consumer responses throughout brand extension. It provided lodging practitioners the insights that different brand associations have different effects on consumer emotional feelings and rational judgments. The hotel managers may improve consumer perceived overall quality toward brand extension by enhancing the brand extension's attribute-level performance as well as making a distinct brand extension's brand personality through a number of marketing strategies. In the meantime, the hotel managers may focus on monitoring guest emotional responses regard to their hotel stay experience and making efforts on delighting the guests. When consumers' perceived overall quality is superior, the consumers may have positive emotions, such as content, relaxed, secure, and welcome. It will lead to consumers' high satisfaction and loyalty toward the hotel brand extension.

Moreover, this study investigated how consumer brand loyalty toward brand extension affected the consumer-brand relationship at the corporate level. As a highly competitive industry, retaining consumers is an effective approach to increasing and preserving market share. The loyal consumers can increase hotel's competitive advantage. Enhancing consumer perceived quality and positive emotions toward the hotel brand they experienced can increase the consumer brand loyalty toward brand extension through improving consumer satisfaction toward brand extension. Moreover, the hotel brand developers may increase consumer perceived image fit between the brand extension and parent brand. It helps to increase consumer knowledge about the parent brand, increase parent brand resonance intensity, and build the strong consumer-parent brand relationship.

Employing brand extension strategy helps the lodging companies reduce the launching costs and risks in the market (Chowdhury, 2007; Morrin, 1999). The results of this study indicate that the consumer loyalty toward brand extension which is built upon consumers' attitudes, judgments, and evaluations positively promotes their loyalty toward parent brand. It inspires hotel developers to understand their brand equity from the customer-based perspective, not only

from the financial-based perspective. It suggests that consumers' positive perceptions and judgments toward hotel brand extension may help the lodging company strengthen the brand equity by increasing consumers' brand knowledge toward parent brand's characteristics. By contrast, if hotel brand extension's attribute-level performance and brand personality are low, it may lead to the consumers' inferior perception of hotel's service quality and negative emotion states, further may cause the low consumer satisfaction and loyalty. According to the feedback effect, the relationship between the consumers and hotel parent brand may be damaged in such a way. Therefore, it is necessary for the hotel developers to evaluate the customer-based performance of their existing brand extensions under the same parent brand. If the lodging company has a sophisticated history of launching brand extensions and enjoys a good reputation in the market, it may consider using brand extension strategy and leverage its parent brand on the new hotels. However, if the lodging companies suffer from some negative service encounters which result in the low consumer satisfaction or high consumers' switching rate on their existing brand extension, hotel developers need to be cautious about their new brand extension decisions.

Considering the important moderating role of perceived image fit between hotel brand extension and parent brand revealed by this study, hotel developers may consider building strong explanatory links to promote consumers' positive perception of brand image fit. Such compelling explanatory links can help consumers retrieve their brand information and knowledge from memory. In the meantime, the effective communication strategies are also suggested to help the lodging companies develop the strong brand image fit that can increase consumers' brand salience and make the consumers feel consistent between the parent brand and brand extension (Bridges, Keller, & Sood, 2000).

#### 4. Limitations and Future Studies

##### 4.1. Limitations

There are several limitations in this study.

First, although the statistical methods provided efficient ways to detect and remedy the common method variance, the multiple sources of the common method variance made it difficult to eliminate. For example, the survey participants might have maintained consistency between their cognition and attitudes, which, in turn, made their responses consistent and rational, especially when they were asked to provide retrospective accounts of their attitudes, perceptions, and/or behaviors (Podsakoff et al., 2003). Other potential causes of common method variance are measurement rater effects, item context effects, item characteristics, and common rater effects (Podsakoff et al., 2003), which may cause spurious relationships between the tested variables (Podsakoff et al., 2003). Procedural remedies were suggested by MacKenzie and Podsakoff (2012), such as the alignment between the survey respondents' capabilities and survey task difficulties, using more experienced respondents, clarifying concepts and language, and emphasizing the motivations. Moreover, my future study may collect data from multiple sources, such as hotel managers and employees. Using multiple sources may reduce the common method variance (Podsakoff et al., 2003).

Second, the self-administered online survey took advantage of the Internet speed and cost reduction. However, non-coverage and non-response are two critical issues of Internet-based research. The non-coverage bias refers to "a function of the proportion of panel members with access to the Internet and the differences between those with access and those without" (Couper et al., 2007, p. 132). The non-response bias refers to "the willingness of those with Internet access to participate in (additional) surveys using this mode" (Couper et al., 2007, p. 132). Using Mturk to collect the sample data allowed me to access the respondents who had registered on the Mturk platform and were motivated to accumulate the monetary and nonmonetary rewards. The sample suffered from the nonprobability sampling bias, since individuals from the population who did not have an Mturk account were excluded from this sample. Using such convenience sampling,

the sample was not generated randomly, therefore, some characteristics of the target population might not have been reached by such as non-random sampling (Churchill & Brown, 2007). In the future study, a random sampling method may be used to generate the sample from the target population, and a paper-based survey may be distributed to the sampled mailing list to reduce the non-coverage and nonresponse bias from the Internet-based survey tool.

Third, this study used a self-report questionnaire to collect the data from hotel guests with staying experience at one of the well-known hotel brands. Although self-reported data is viewed as a reliable source of assessing consumer information (Wang et al., 2006), some respondents may lack the ability to understand the survey questions, feel uncomfortable evaluating negatively (Huang, Liao, & Chang, 1998), or lack the relevant knowledge to answer the survey questions (Van de Mortel, 2008). Moreover, the results may be influenced by the reputation of the hotel brand. Hotels with lesser-known brand names were not included in our sample, which may lead to different results. In the future study, the experimental design method may be used to reduce these concerns. By controlling factors during the experiment, the results that I observe will have less noise. For example, using scenarios with detailed explanations may help the respondents better understand the survey questions. In addition, using pictures or video presentations may enhance respondents' knowledge and information, and control the brand reputation factor.

Fourth, this study removed the hotel consumers who mismatched the parent hotel brand and the brand extension. And only retained the consumer responses that resulted in accurate matches the parent hotel brand and the brand extension based on their knowledge and experiences. However, some consumers' responses that were removed from the sample may not have been caused by unmindful behaviors. The sample data were collected soon after Marriott International, Inc. had acquired Starwood Worldwide Holdings, Inc. Although the acquisition information was provided to the survey respondents, some consumers may have mismatched the brand extensions under the Marriott and Starwood brand because of ambiguous information in the

market. In the future study, the data may be re-collected after the consumers have attained better awareness of the acquisition of the Marriott and Starwood brand.

## 4.2. Future Studies

In addition to the suggestions for the future study listed above, various other ideas are also suggested for further research.

### 4.2.1. Exploring the Role of Interactive Marketing Factors

Interactive marketing factors will be further discussed as the moderators of the relationship between consumer brand loyalty toward brand extension and parent brand resonance in future studies. There are many important factors that possibly moderate the feedback effect of hotel brand extension on the parent brand. This study explored the effects of perceived image fit, which emphasized the brand itself. However, internal marketing factors may not be neglected. A brand community, which provides “a specialized, non-geographically bound community, based on a structured set of social relations among admirers of a brand” (Muniz & O’Guinn, 2001, p. 412), can be strengthened by the interaction of hotel employees with their consumers (e.g., sharing the wonderful experience) (McAlexander, Schouten, & Koenig, 2002). Devasagayam et al. (2010) argued that consumers might not automatically accept a brand and realize its differentiation compared to other brands. Under such situations, hotel employees’ interacting behaviors may socially negotiate the consumers regard for the significance of the hotel brand (Devasagayam et al., 2010). Muniz (1997) mentioned more specific social negotiations, including “recognizing the community aspect of the brand, sharing personal experiences with the brand, emphasizing aspects of brand meaning, and rejecting aspects of brand meaning” (p. 308). Therefore, investigating how the hotel employees’ interacting performance helps to strengthen the relationship between consumer brand loyalty toward hotel brand extension and parent brand

resonance will be the theme of my future study. This tentative study may involve multilevel models to analyze the data from consumers and the interacting hotel employees.

#### 4.2.2. Exploring the Role of Hotel Membership

Hotel membership will be further discussed as the moderators of the relationship between consumer brand loyalty toward brand extension and parent brand resonance in future studies. Most hotel chains have developed membership programs to retain consumers. Such membership reward programs have been found to positively influence the behavioral loyalty of hotel consumers (Mattila, 2006). Compared to nonmembers, hotel consumers with reward memberships generate a higher value and affective commitment (Tanford, Raab, & Kim, 2011). Affective commitment is “an emotional attachment to the brand that creates a sense of belonging and personal identification with a product or service” (Tanford et al., 2011, p. 280). Therefore, membership reward programs may strengthen the brand extension’s feedback effect on parent brand resonance and make hotel consumers feel more emotionally in synch with the parent brand community.

#### 4.2.3. Exploring the Role of Hotel Segments

This study did not include hotel segments as a construct in the research model. Hotel segments will be further discussed as the moderators of the relationship between the consumer satisfaction toward brand extension and consumer loyalty toward brand extension in future studies. Hotels under different segments may position themselves differently with different quality structures (Lee & Back, 2010). Back and Parks (2003) claimed that segments may affect consumer satisfaction and consumer loyalty differently. Considering the segment factor in the model may increase the external validity of the sampling (Back & Parks, 2003). Therefore, I am interested in exploring the role of hotel segments in my future study.



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## APPENDICES

### 1. Survey Questionnaires

#### 1.1. Hilton Version

##### Section I.

Are you 18 years or older? (If you choose "No," you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes
- ☐ No

By brand, at which of the following hotels did you most recently stay for leisure travel during the last six months. (Please choose one only)

- ☐ Hilton
- ☐ Hyatt
- ☐ InterContinental (e.g., Holiday Inn, Crowne Plaza Hotels & Resorts, etc.)
- ☐ Marriott
- ☐ Starwood (e.g., Westin, Sheraton, W Hotels, Four Points, A Loft Hotels, etc.)
- ☐ I did not stay at any of these hotels for leisure travel during the last six months. (If you choose this option, you are not qualified for this survey. The survey will be terminated.)

Please select the specific brand of Hilton hotel at which you stayed for leisure travel during the last six months.

- ☐ Hilton Hotels & Resorts
- ☐ DoubleTree by Hilton
- ☐ Hampton by Hilton
- ☐ Hilton Garden Inn
- ☐ Home2 Suites by Hilton
- ☐ Embassy Suites by Hilton
- ☐ Homewood Suites by Hilton
- ☐ Hilton Grand Vacations
- ☐ Canopy by Hilton
- ☐ Conrad Hotels & Resorts
- ☐ Curio A Collection by Hilton
- ☐ Tapestry Collection by Hilton
- ☐ Tru by Hilton
- ☐ Waldorf Astoria Hotels & Resorts

Can you recall your experience at this selected brand of Hilton hotel? (If you choose “No,” you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes
- ☐ No

Were you a member of the Hilton Honors program when you stayed at this selected brand of Hilton hotel?

- ☐ Yes
- ☐ No

## Section II.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Terrible	Very Poor	Poor	Average	Good	Very Good	Excellent	Don't know
	1	2	3	4	5	6	7	8
The quality of staff performance at this brand of hotel at which I recently stayed was								
The quality of room facilities at this brand of hotel at which I recently stayed was								

The variety of service at this brand of hotel at which I recently stayed was								
The efficiency of service at this brand of hotel at which I recently stayed was								
The atmosphere at this brand of hotel at which I recently stayed was								
The value for money at this brand of hotel at which I recently stayed was								
The safety and security at this brand of hotel at which I recently stayed were								

If you would treat the brand of hotel at which you recently stayed as a person, please indicate your level of agreement with the following set of human characteristics associated with the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel that the brand of hotel at which I recently stayed is sincere.								
I feel that the brand of hotel at which I recently stayed is exciting.								
I feel that the brand of hotel at which I recently stayed is competent.								
I feel that the brand of hotel at which I recently stayed is sophisticated.								
I feel that the brand of hotel at which I recently stayed is rugged.								

Which company do you think owns the brand of hotel that you have indicated?

- ☐ Hilton Worldwide Holdings Inc.
- ☐ Hyatt Hotels Corporation
- ☐ InterContinental Hotels Group PLC
- ☐ Marriott International Inc.
- ☐ Starwood Hotels and Resorts Worldwide Inc. (A subsidiary of Marriott International Inc. since September 23rd, 2016)

### Section III.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

I think this brand of hotel at which I recently stayed is:

	1	2	3	4	5	6	7
Inferior: Superior							
Poor: Excellent							
Poor quality: Good quality							

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel comfortable with the brand of hotel at which I recently stayed.								
I feel content with the brand of hotel at which I recently stayed.								
I feel elegant with the brand of hotel at which I recently stayed.								
I feel entertained with the brand								

of hotel at which I recently stayed.								
I feel excited with the brand of hotel at which I recently stayed.								
I feel extravagant with the brand of hotel at which I recently stayed.								
I feel cool with the brand of hotel at which I recently stayed.								
I feel important with the brand of hotel at which I recently stayed.								
I feel inspired with the brand of hotel at which I recently stayed.								
I feel pampered with the brand of hotel at which I recently stayed.								
I feel practical with the brand of hotel at which I recently stayed.								
I feel relaxed with the brand of hotel at which I recently stayed.								
I feel respected with the brand of hotel at which I recently stayed.								
I feel secure with the brand of hotel at which I recently stayed.								

I feel sophisticated with the brand of hotel at which I recently stayed.								
I feel welcome with the brand of hotel at which I recently stayed.								

#### Section IV.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I was satisfied with this brand of hotel at which I recently stayed.								
I was pleased to have visited this brand of hotel at which I recently stayed.								
I enjoyed myself at this brand of hotel at which I recently stayed.								

Which parent brand do you think your selected brand of hotel belongs to? Please choose the corresponding brand logo.

- ☐ 
- ☐ 
- ☐ 
- ☐ 
- ☐ 

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
Compared to other non-Hilton hotel brands, the hotel brand that I have indicated is my first choice for future hotel stays.								
I strongly intend to stay at the indicated brand of hotel again.								
I would recommend the indicated brand of hotel to other people.								
I would tell other people positive things about the indicated hotel brand.								

### Section V.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
Being a member of Hilton brand community makes me feel good.								
People in Hilton brand community have similar needs and priorities.								
I am pleased to be a part of Hilton brand community.								
I have passion for the Hilton brand.								
I have a connection with the Hilton brand.								
I have affection for the Hilton brand.								

### Section VI.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
The brand of hotel at which I recently stayed fits for the								



Hilton brand's image.								
The brand of hotel at which I recently stayed is logical for the Hilton brand.								
The brand of hotel at which I recently stayed is appropriate for the Hilton brand.								

## Section VII.

Please indicate your gender.

- ☐ Male  
☐ Female

Please indicate your age range.

- ☐ 18-20  
☐ 21-29  
☐ 30-39  
☐ 40-49  
☐ 50-59  
☐ 60-64  
☐ 65 or older

Please indicate your ethnic background.

- ☐ Caucasian  
☐ African American  
☐ Asian  
☐ Hispanic  
☐ Native American  
☐ Other, please specify \_\_\_\_\_

Please indicate your marital status.

- ☐ Married
- ☐ Single
- ☐ Separated
- ☐ Divorced
- ☐ Widowed

Please indicate your annual household income range.

- ☐ Less than \$20,000
- ☐ \$20,000 - \$34,999
- ☐ \$35,000 - \$49,999
- ☐ \$50,000 - \$74,999
- ☐ \$75,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 - \$199,999
- ☐ \$200,000 or more

What is the highest level of education you have completed?

- ☐ Less than high school degree
- ☐ High school degree or equivalent
- ☐ Some college but no degree
- ☐ Associate degree
- ☐ Bachelor's degree
- ☐ Graduate degree

## 1.2. Hyatt Version

### Section I.

Are you 18 years or older? (If you choose "No," you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes
- ☐ No

By brand, at which of the following hotels did you most recently stay for leisure travel during the last six months. (Please choose one only)

- ☐ Hilton
- ☐ Hyatt
- ☐ InterContinental (e.g., Holiday Inn, Crowne Plaza Hotels & Resorts, etc.)
- ☐ Marriott
- ☐ Starwood (e.g., Westin, Sheraton, W Hotels, Four Points, A Loft Hotels, etc.)
- ☐ I did not stay at any of these hotels for leisure travel during the last six months. (If you choose this option, you are not qualified for this survey. The survey will be terminated.)

Please select the specific brand of Hyatt hotel at which you stayed for leisure travel during the last six months.

- ☐ Park Hyatt
- ☐ Grand Hyatt
- ☐ Hyatt Regency
- ☐ Hyatt
- ☐ Hyatt Place
- ☐ Hyatt House
- ☐ Hyatt Residence Club
- ☐ Andaz
- ☐ Hyatt Centric
- ☐ Hyatt Zilara
- ☐ Hyatt Ziva
- ☐ The Unbound Collection by Hyatt

Can you recall your experience at this selected brand of Hyatt hotel? (If you choose “No,” you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes  
☐ No

Were you a member of the Hyatt Gold Passport program when you stayed at this selected brand of Hyatt hotel?

- ☐ Yes  
☐ No

## Section II.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Terrible	Very Poor	Poor	Average	Good	Very Good	Excellent	Don't know
	1	2	3	4	5	6	7	8
The quality of staff performance at this brand of hotel at which I recently stayed was								
The quality of room facilities at this brand of hotel at which I recently stayed was								
The variety of service at this brand of hotel at which I recently stayed was								
The efficiency of service at this brand of hotel at which I recently stayed was								
The atmosphere at this brand of hotel at which I recently stayed was								
The value for money at this brand of hotel at which I recently stayed was								
The safety and security at this brand of hotel at which I recently stayed were								

If you would treat the brand of hotel at which you recently stayed as a person, please indicate your level of agreement with the following set of human characteristics associated with the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel that the brand of hotel at which I recently stayed is sincere.								
I feel that the brand of hotel at which I recently stayed is exciting.								
I feel that the brand of hotel at which I recently stayed is competent.								
I feel that the brand of hotel at which I recently stayed is sophisticated.								
I feel that the brand of hotel at which I recently stayed is rugged.								

Which company do you think owns the brand of hotel that you have indicated?

- ☐ Hilton Worldwide Holdings Inc.
- ☐ Hyatt Hotels Corporation
- ☐ InterContinental Hotels Group PLC
- ☐ Marriott International Inc.
- ☐ Starwood Hotels and Resorts Worldwide Inc. (A subsidiary of Marriott International Inc. since September 23rd, 2016)

### Section III.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

I think this brand of hotel at which I recently stayed is:

	1	2	3	4	5	6	7
Inferior: Superior							
Poor: Excellent							

Poor quality: Good quality								
----------------------------	--	--	--	--	--	--	--	--

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel comfortable with the brand of hotel at which I recently stayed.								
I feel content with the brand of hotel at which I recently stayed.								
I feel elegant with the brand of hotel at which I recently stayed.								
I feel entertained with the brand of hotel at which I recently stayed.								
I feel excited with the brand of hotel at which I recently stayed.								
I feel extravagant with the brand of hotel at which I recently stayed.								
I feel cool with the brand of hotel at which I recently stayed.								
I feel important with the brand of hotel at which I recently stayed.								

I feel inspired with the brand of hotel at which I recently stayed.								
I feel pampered with the brand of hotel at which I recently stayed.								
I feel practical with the brand of hotel at which I recently stayed.								
I feel relaxed with the brand of hotel at which I recently stayed.								
I feel respected with the brand of hotel at which I recently stayed.								
I feel secure with the brand of hotel at which I recently stayed.								
I feel sophisticated with the brand of hotel at which I recently stayed.								
I feel welcome with the brand of hotel at which I recently stayed.								

#### Section IV.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I was satisfied with								

this brand of hotel at which I recently stayed.								
I was pleased to have visited this brand of hotel at which I recently stayed.								
I enjoyed myself at this brand of hotel at which I recently stayed.								

Which parent brand do you think your selected brand of hotel belongs to? Please choose the corresponding brand logo.

- ☐ 
- ☐ 
- ☐ 
- ☐ 
- ☐ 

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8



Compared to other non-Hyatt hotel brands, the hotel brand that I have indicated is my first choice for future hotel stays.								
I strongly intend to stay at the indicated brand of hotel again.								
I would recommend the indicated brand of hotel to other people.								
I would tell other people positive things about the indicated hotel brand.								

#### Section V.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
Being a member of Hyatt brand community makes me feel good.								
People in Hyatt brand community have similar needs and priorities.								
I am pleased to be a part of Hyatt brand community.								
I have passion for the Hyatt brand.								

I have a connection with the Hyatt brand.								
I have affection for the Hyatt brand.								

## Section VI.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
The brand of hotel at which I recently stayed fits for the Hyatt brand's image.								
The brand of hotel at which I recently stayed is logical for the Hyatt brand.								
The brand of hotel at which I recently stayed is appropriate for the Hyatt brand.								

## Section VII.

Please indicate your gender.

- ☐ Male
- ☐ Female

Please indicate your age range.

- ☐ 18-20
- ☐ 21-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60-64
- ☐ 65 or older

Please indicate your ethnic background.

- ☐ Caucasian
- ☐ African American
- ☐ Asian
- ☐ Hispanic
- ☐ Native American
- ☐ Other, please specify \_\_\_\_\_

Please indicate your marital status.

- ☐ Married
- ☐ Single
- ☐ Separated
- ☐ Divorced
- ☐ Widowed

Please indicate your annual household income range.

- ☐ Less than \$20,000
- ☐ \$20,000 - \$34,999
- ☐ \$35,000 - \$49,999
- ☐ \$50,000 - \$74,999
- ☐ \$75,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 - \$199,999
- ☐ \$200,000 or more

What is the highest level of education you have completed?

- ☐ Less than high school degree
- ☐ High school degree or equivalent
- ☐ Some college but no degree
- ☐ Associate degree
- ☐ Bachelor's degree
- ☐ Graduate degree

### 1.3. InterContinental Version

#### Section I.

Are you 18 years or older? (If you choose "No," you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes
- ☐ No

By brand, at which of the following hotels did you most recently stay for leisure travel during the last six months. (Please choose one only)

- ☐ Hilton
- ☐ Hyatt
- ☐ InterContinental (e.g., Holiday Inn, Crowne Plaza Hotels & Resorts, etc.)
- ☐ Marriott
- ☐ Starwood (e.g., Westin, Sheraton, W Hotels, Four Points, A Loft Hotels, etc.)
- ☐ I did not stay at any of these hotels for leisure travel during the last six months. (If you choose this option, you are not qualified for this survey. The survey will be terminated.)

Please select the specific brand of InterContinental hotel at which you stayed for leisure travel during the last six months.

- ☐ InterContinental Hotels & Resorts
- ☐ Crowne Plaza Hotels & Resorts
- ☐ Holiday Inn Hotels
- ☐ Holiday Inn Express Hotels
- ☐ Holiday Inn Resort
- ☐ Candlewood Suites
- ☐ Staybridge Suites
- ☐ Holiday Inn Club Vacations
- ☐ Kimpton Hotels & Restaurants
- ☐ Hualuxe Hotels and Resorts
- ☐ Hotel Indigo
- ☐ Even Hotels

Can you recall your experience at this selected brand of InterContinental hotel? (If you choose "No," you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes
- ☐ No

Were you a member of the IHG Rewards Club program when you stayed at this selected brand of InterContinental hotel?

- ☐ Yes  
☐ No

## Section II.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Terrible	Very Poor	Poor	Average	Good	Very Good	Excellent	Don't know
	1	2	3	4	5	6	7	8
The quality of staff performance at this brand of hotel at which I recently stayed was								
The quality of room facilities at this brand of hotel at which I recently stayed was								
The variety of service at this brand of hotel at which I recently stayed was								
The efficiency of service at this brand of hotel at which I recently stayed was								
The atmosphere at this brand of hotel at which I recently stayed was								
The value for money at this brand of hotel at which I recently stayed was								
The safety and security at this brand of hotel at which I recently stayed were								

If you would treat the brand of hotel at which you recently stayed as a person, please indicate your level of agreement with the following set of human characteristics associated with the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel that the brand of hotel at								

which I recently stayed is sincere.								
I feel that the brand of hotel at which I recently stayed is exciting.								
I feel that the brand of hotel at which I recently stayed is competent.								
I feel that the brand of hotel at which I recently stayed is sophisticated.								
I feel that the brand of hotel at which I recently stayed is rugged.								

Which company do you think owns the brand of hotel that you have indicated?

- ☐ Hilton Worldwide Holdings Inc.
- ☐ Hyatt Hotels Corporation
- ☐ InterContinental Hotels Group PLC
- ☐ Marriott International Inc.
- ☐ Starwood Hotels and Resorts Worldwide Inc. (A subsidiary of Marriott International Inc. since September 23rd, 2016)

### Section III.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

I think this brand of hotel at which I recently stayed is:

	1	2	3	4	5	6	7
Inferior: Superior							
Poor: Excellent							
Poor quality: Good quality							

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel comfortable with the brand of hotel at which I recently stayed.								
I feel content with the brand of hotel at which I recently stayed.								
I feel elegant with the brand of hotel at which I recently stayed.								
I feel entertained with the brand of hotel at which I recently stayed.								
I feel excited with the brand of hotel at which I recently stayed.								
I feel extravagant with the brand of hotel at which I recently stayed.								
I feel cool with the brand of hotel at which I recently stayed.								
I feel important with the brand of hotel at which I recently stayed.								
I feel inspired with the brand of hotel at which I recently stayed.								



I feel pampered with the brand of hotel at which I recently stayed.								
I feel practical with the brand of hotel at which I recently stayed.								
I feel relaxed with the brand of hotel at which I recently stayed.								
I feel respected with the brand of hotel at which I recently stayed.								
I feel secure with the brand of hotel at which I recently stayed.								
I feel sophisticated with the brand of hotel at which I recently stayed.								
I feel welcome with the brand of hotel at which I recently stayed.								

#### Section IV.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I was satisfied with this brand of hotel at which I recently stayed.								

I was pleased to have visited this brand of hotel at which I recently stayed.								
I enjoyed myself at this brand of hotel at which I recently stayed.								

Which parent brand do you think your selected brand of hotel belongs to? Please choose the corresponding brand logo.

☐ **IHG®**

☐   
**Hilton**

☐ **HYATT**

☐   
**Marriott**

☐   
**starwood**

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
Compared to other non-InterContinental hotel brands, the hotel brand that I have indicated is my first choice for future hotel								

stays.								
I strongly intend to stay at the indicated brand of hotel again.								
I would recommend the indicated brand of hotel to other people.								
I would tell other people positive things about the indicated hotel brand.								

### Section V.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
Being a member of InterContinental brand community makes me feel good.								
People in InterContinental brand community have similar needs and priorities.								
I am pleased to be a part of InterContinental brand community.								
I have passion for the InterContinental brand.								
I have a connection with the InterContinental brand.								

I have affection for the InterContinental brand.								
--	--	--	--	--	--	--	--	--

## Section VI.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
The brand of hotel at which I recently stayed fits for the InterContinental brand's image.								
The brand of hotel at which I recently stayed is logical for the InterContinental brand.								
The brand of hotel at which I recently stayed is appropriate for the InterContinental brand.								

## Section VII.

Please indicate your gender.

- ☐ Male
- ☐ Female

Please indicate your age range.

- ☐ 18-20
- ☐ 21-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60-64
- ☐ 65 or older

Please indicate your ethnic background.

- ☐ Caucasian
- ☐ African American
- ☐ Asian
- ☐ Hispanic
- ☐ Native American
- ☐ Other, please specify \_\_\_\_\_

Please indicate your marital status.

- ☐ Married
- ☐ Single
- ☐ Separated
- ☐ Divorced
- ☐ Widowed

Please indicate your annual household income range.

- ☐ Less than \$20,000
- ☐ \$20,000 - \$34,999
- ☐ \$35,000 - \$49,999
- ☐ \$50,000 - \$74,999
- ☐ \$75,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 - \$199,999
- ☐ \$200,000 or more

What is the highest level of education you have completed?

- ☐ Less than high school degree
- ☐ High school degree or equivalent
- ☐ Some college but no degree
- ☐ Associate degree
- ☐ Bachelor's degree
- ☐ Graduate degree

#### 1.4. Marriott Version

##### Section I.

Are you 18 years or older? (If you choose "No," you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes
- ☐ No

By brand, at which of the following hotels did you most recently stay for leisure travel during the last six months. (Please choose one only)

- ☐ Hilton
- ☐ Hyatt
- ☐ InterContinental (e.g., Holiday Inn, Crowne Plaza Hotels & Resorts, etc.)
- ☐ Marriott
- ☐ Starwood (e.g., Westin, Sheraton, W Hotels, Four Points, A Loft Hotels, etc.)
- ☐ I did not stay at any of these hotels for leisure travel during the last six months. (If you choose this option, you are not qualified for this survey. The survey will be terminated.)

Please select the specific brand of Marriott hotel at which you stayed for leisure travel during the last six months.

- ☐ The Ritz-Carlton
- ☐ JW Marriott
- ☐ Marriott
- ☐ Renaissance Hotels
- ☐ Courtyard by Marriott
- ☐ Residence Inn Marriott
- ☐ Fairfield Inn & Suites Marriott
- ☐ Springhill Suites Marriott
- ☐ Towneplace Suites Marriott
- ☐ Edition
- ☐ Autograph Collection Hotels
- ☐ Delta Hotels Marriott
- ☐ Marriott Executive Apartments
- ☐ Marriott Vacation Club
- ☐ Gaylord Hotels
- ☐ AC Hotels Marriott
- ☐ Protea Hotels Marriott
- ☐ Moxy Hotels

Can you recall your experience at this selected brand of Marriott hotel? (If you choose “No,” you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes  
☐ No

Were you a member of the Marriott Rewards and/or Ritz-Carlton Rewards program when you stayed at this selected brand of Marriott hotel?

- ☐ Yes  
☐ No

## Section II.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Terrible	Very Poor	Poor	Average	Good	Very Good	Excellent	Don't know
	1	2	3	4	5	6	7	8
The quality of staff performance at this brand of hotel at which I recently stayed was								
The quality of room facilities at this brand of hotel at which I recently stayed was								
The variety of service at this brand of hotel at which I recently stayed was								
The efficiency of service at this brand of hotel at which I recently stayed was								
The atmosphere at this brand of hotel at which I recently stayed was								
The value for money at this brand of hotel at which I recently stayed was								
The safety and security at this brand of hotel at which I recently stayed were								



If you would treat the brand of hotel at which you recently stayed as a person, please indicate your level of agreement with the following set of human characteristics associated with the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel that the brand of hotel at which I recently stayed is sincere.								
I feel that the brand of hotel at which I recently stayed is exciting.								
I feel that the brand of hotel at which I recently stayed is competent.								
I feel that the brand of hotel at which I recently stayed is sophisticated.								
I feel that the brand of hotel at which I recently stayed is rugged.								

Which company do you think owns the brand of hotel that you have indicated?

- ☐ Hilton Worldwide Holdings Inc.
- ☐ Hyatt Hotels Corporation
- ☐ InterContinental Hotels Group PLC
- ☐ Marriott International Inc.
- ☐ Starwood Hotels and Resorts Worldwide Inc. (A subsidiary of Marriott International Inc. since September 23rd, 2016)

### Section III.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

I think this brand of hotel at which I recently stayed is:

	1	2	3	4	5	6	7
Inferior: Superior							
Poor: Excellent							
Poor quality: Good quality							

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel comfortable with the brand of hotel at which I recently stayed.								
I feel content with the brand of hotel at which I recently stayed.								
I feel elegant with the brand of hotel at which I recently stayed.								
I feel entertained with the brand of hotel at which I recently stayed.								
I feel excited with the brand of hotel at which I recently stayed.								
I feel extravagant with the brand of hotel at								

which I recently stayed.								
I feel cool with the brand of hotel at which I recently stayed.								
I feel important with the brand of hotel at which I recently stayed.								
I feel inspired with the brand of hotel at which I recently stayed.								
I feel pampered with the brand of hotel at which I recently stayed.								
I feel practical with the brand of hotel at which I recently stayed.								
I feel relaxed with the brand of hotel at which I recently stayed.								
I feel respected with the brand of hotel at which I recently stayed.								
I feel secure with the brand of hotel at which I recently stayed.								
I feel sophisticated with the brand of hotel at which I recently stayed.								
I feel welcome with the brand of hotel at which I recently stayed.								

#### Section IV.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I was satisfied with this brand of hotel at which I recently stayed.								
I was pleased to have visited this brand of hotel at which I recently stayed.								
I enjoyed myself at this brand of hotel at which I recently stayed.								

Which parent brand do you think your selected brand of hotel belongs to? Please choose the corresponding brand logo.

- ☐ 
- ☐ 
- ☐ 
- ☐ 
- ☐ 

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
Compared to other non-Marriott hotel brands, the hotel brand that I have indicated is my first choice for future hotel stays.								
I strongly intend to stay at the indicated brand of hotel again.								
I would recommend the indicated brand of hotel to other people.								
I would tell other people positive things about the indicated hotel								

brand.								
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#### Section V.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
Being a member of Marriott brand community makes me feel good.								
People in Marriott brand community have similar needs and priorities.								
I am pleased to be a part of Marriott brand community.								
I have passion for the Marriott brand.								
I have a connection with the Marriott brand.								
I have affection for the Marriott brand.								

#### Section VI.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8

The brand of hotel at which I recently stayed fits for the Marriott brand's image.								
The brand of hotel at which I recently stayed is logical for the Marriott brand.								
The brand of hotel at which I recently stayed is appropriate for the Marriott brand.								

## Section VII.

Please indicate your gender.

- ☐ Male
- ☐ Female

Please indicate your age range.

- ☐ 18-20
- ☐ 21-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60-64
- ☐ 65 or older

Please indicate your ethnic background.

- ☐ Caucasian
- ☐ African American
- ☐ Asian
- ☐ Hispanic
- ☐ Native American
- ☐ Other, please specify \_\_\_\_\_



Please indicate your marital status.

- ☐ Married
- ☐ Single
- ☐ Separated
- ☐ Divorced
- ☐ Widowed

Please indicate your annual household income range.

- ☐ Less than \$20,000
- ☐ \$20,000 - \$34,999
- ☐ \$35,000 - \$49,999
- ☐ \$50,000 - \$74,999
- ☐ \$75,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 - \$199,999
- ☐ \$200,000 or more

What is the highest level of education you have completed?

- ☐ Less than high school degree
- ☐ High school degree or equivalent
- ☐ Some college but no degree
- ☐ Associate degree
- ☐ Bachelor's degree
- ☐ Graduate degree

## 1.5. Starwood Version

### Section I.

Are you 18 years or older? (If you choose "No," you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes
- ☐ No

By brand, at which of the following hotels did you most recently stay for leisure travel during the last six months. (Please choose one only)

- ☐ Hilton
- ☐ Hyatt
- ☐ InterContinental (e.g., Holiday Inn, Crowne Plaza Hotels & Resorts, etc.)
- ☐ Marriott
- ☐ Starwood (e.g., Westin, Sheraton, W Hotels, Four Points, A Loft Hotels, etc.)
- ☐ I did not stay at any of these hotels for leisure travel during the last six months. (If you choose this option, you are not qualified for this survey. The survey will be terminated.)

Please select the specific brand of Starwood hotel at which you stayed for leisure travel during the last six months.

- ☐ St Regis
- ☐ Westin
- ☐ Sheraton
- ☐ W Hotels
- ☐ Le Meridien
- ☐ FourPoints
- ☐ The Luxury Collection
- ☐ Tribute Portfolio
- ☐ Design Hotels
- ☐ A Loft
- ☐ Element

Can you recall your experience at this selected brand of Starwood hotel? (If you choose "No," you are not qualified for this survey. The survey will be terminated.)

- ☐ Yes
- ☐ No

Were you a member of the Starwood Preferred Guest (SPG) program when you stayed at this selected brand of Starwood hotel?

- ☐ Yes  
☐ No

## Section II.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Terrible	Very Poor	Poor	Average	Good	Very Good	Excellent	Don't know
	1	2	3	4	5	6	7	8
The quality of staff performance at this brand of hotel at which I recently stayed was								
The quality of room facilities at this brand of hotel at which I recently stayed was								
The variety of service at this brand of hotel at which I recently stayed was								
The efficiency of service at this brand of hotel at which I recently stayed was								
The atmosphere at this brand of hotel at which I recently stayed was								
The value for money at this brand of hotel at which I recently stayed was								
The safety and security at this brand of hotel at which I recently stayed were								

If you would treat the brand of hotel at which you recently stayed as a person, please indicate your level of agreement with the following set of human characteristics associated with the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel that the brand of hotel at								

which I recently stayed is sincere.								
I feel that the brand of hotel at which I recently stayed is exciting.								
I feel that the brand of hotel at which I recently stayed is competent.								
I feel that the brand of hotel at which I recently stayed is sophisticated.								
I feel that the brand of hotel at which I recently stayed is rugged.								

Which company do you think owns the brand of hotel that you have indicated?

- ☐ Hilton Worldwide Holdings Inc.
- ☐ Hyatt Hotels Corporation
- ☐ InterContinental Hotels Group PLC
- ☐ Marriott International Inc.
- ☐ Starwood Hotels and Resorts Worldwide Inc. (A subsidiary of Marriott International Inc. since September 23rd, 2016)

### Section III.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

I think this brand of hotel at which I recently stayed is:

	1	2	3	4	5	6	7
Inferior: Superior							
Poor: Excellent							
Poor quality: Good quality							

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I feel comfortable with the brand of hotel at which I recently stayed.								
I feel content with the brand of hotel at which I recently stayed.								
I feel elegant with the brand of hotel at which I recently stayed.								
I feel entertained with the brand of hotel at which I recently stayed.								
I feel excited with the brand of hotel at which I recently stayed.								
I feel extravagant with the brand of hotel at which I recently stayed.								
I feel cool with the brand of hotel at which I recently stayed.								
I feel important with the brand of hotel at which I recently stayed.								
I feel inspired with the brand of hotel at which I recently stayed.								

I feel pampered with the brand of hotel at which I recently stayed.								
I feel practical with the brand of hotel at which I recently stayed.								
I feel relaxed with the brand of hotel at which I recently stayed.								
I feel respected with the brand of hotel at which I recently stayed.								
I feel secure with the brand of hotel at which I recently stayed.								
I feel sophisticated with the brand of hotel at which I recently stayed.								
I feel welcome with the brand of hotel at which I recently stayed.								

#### Section IV.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
I was satisfied with this brand of hotel at which I recently stayed.								

I was pleased to have visited this brand of hotel at which I recently stayed.								
I enjoyed myself at this brand of hotel at which I recently stayed.								

Which parent brand do you think your selected brand of hotel belongs to? Please choose the corresponding brand logo.

- ☐ 
- ☐ 
- ☐ 
- ☐ 
- ☐ 

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
Compared to other non-Starwood hotel brands, the hotel brand that I have indicated is my first choice for future								

hotel stays.								
I strongly intend to stay at the indicated brand of hotel again.								
I would recommend the indicated brand of hotel to other people.								
I would tell other people positive things about the indicated hotel brand.								

#### Section V.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
Being a member of Starwood brand community makes me feel good.								
People in Starwood brand community have similar needs and priorities.								
I am pleased to be a part of Starwood brand community.								
I have passion for the Starwood brand.								



I have a connection with the Starwood brand.								
I have affection for the Starwood brand.								

## Section VI.

Please indicate the extent to which you agree with each of the following statements based on your recent experience at the brand of hotel that you have indicated.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree	Don't know
	1	2	3	4	5	6	7	8
The brand of hotel at which I recently stayed fits for the Starwood brand's image.								
The brand of hotel at which I recently stayed is logical for the Starwood brand.								
The brand of hotel at which I recently stayed is appropriate for the Starwood brand.								

## Section VII.

Please indicate your gender.

- ☐ Male
- ☐ Female

Please indicate your age range.

- ☐ 18-20
- ☐ 21-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60-64
- ☐ 65 or older

Please indicate your ethnic background.

- ☐ Caucasian
- ☐ African American
- ☐ Asian
- ☐ Hispanic
- ☐ Native American
- ☐ Other, please specify \_\_\_\_\_

Please indicate your marital status.

- ☐ Married
- ☐ Single
- ☐ Separated
- ☐ Divorced
- ☐ Widowed

Please indicate your annual household income range.

- ☐ Less than \$20,000
- ☐ \$20,000 - \$34,999
- ☐ \$35,000 - \$49,999
- ☐ \$50,000 - \$74,999
- ☐ \$75,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 - \$199,999
- ☐ \$200,000 or more

What is the highest level of education you have completed?

- ☐ Less than high school degree
- ☐ High school degree or equivalent
- ☐ Some college but no degree
- ☐ Associate degree
- ☐ Bachelor's degree
- ☐ Graduate degree

## 2. IRB Approval Pages

### Oklahoma State University Institutional Review Board

Date: Wednesday, August 9, 2017 Protocol Expires: 6/8/2020  
IRB Application No: HE1729  
Proposal Title: The role of brand extension in customer-based brand equity model: A case of U.S. lodging industry  
Reviewed and Processed as: Exempt  
Modification  
Status Recommended by Reviewer(s) Approved  
Principal Investigator(s):  
Li Ding Hailin Qu  
Stillwater, OK 74075 148 HES  
Stillwater, OK 74078

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The requested modification to this IRB protocol has been approved. Please note that the original expiration date of the protocol has not changed. The IRB office MUST be notified in writing when a project is complete. All approved projects are subject to monitoring by the IRB.

☐ The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

The reviewer(s) had these comments:

mod to 1) look at customer's loyalty, attachment, sense of community, engagement to brand, 2) revise survey accordingly, and 3) increase number of subjects to 625. No increased risks.

Signature :



Hugh Crethar, Chair, Institutional Review Board

Wednesday, August 9, 2017  
Date

## Oklahoma State University Institutional Review Board

Date: Friday, June 9, 2017

IRB Application No HE1729

Proposal Title: The role of brand extension in customer-based brand equity model: A case of U.S. lodging industry

Reviewed and  
Processed as: Exempt

Status Recommended by Reviewer(s): Approved Protocol Expires: 6/8/2020

Principal  
Investigator(s):

Li Ding	Hailin Qu
	148 HES
Stillwater, OK 74075	Stillwater, OK 74078

---

The IRB application referenced above has been approved. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in section 45 CFR 46.

☒ The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

As Principal Investigator, it is your responsibility to do the following:

- 1Conduct this study exactly as it has been approved. Any modifications to the research protocol must be submitted with the appropriate signatures for IRB approval. Protocol modifications requiring approval may include changes to the title, PI advisor, funding status or sponsor, subject population composition or size, recruitment, inclusion/exclusion criteria, research site, research procedures and consent/assent process or forms.
- 2Submit a request for continuation if the study extends beyond the approval period. This continuation must receive IRB review and approval before the research can continue.
- 3Report any adverse events to the IRB Chair promptly. Adverse events are those which are unanticipated and impact the subjects during the course of the research; and
- 4Notify the IRB office in writing when your research project is complete.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the authority to inspect research records associated with this protocol at any time. If you have questions about the IRB procedures or need any assistance from the Board, please contact Dawnett Watkins 219 Scott Hall (phone: 405-744-5700, dawnett.watkins@okstate.edu).

Sincerely,



Hugh Crethar, Chair  
Institutional Review Board

**PARTICIPANT INFORMATION  
OKLAHOMA STATE UNIVERSITY**

**Title:** The role of brand extension in customer-based brand equity model: A case of U.S. lodging industry

**Investigators:** Li Ding, Doctoral Student, Oklahoma State University  
Hailin Qu, PhD., Oklahoma State University

**Purpose:** The purposes of this study are to establish an integrated customer-based brand extension equity resonance model in the U.S. lodging context, and to provide the practical suggestions for the hotel practitioners to build the strong brands. You must be 18 years or older to participate.

**What to Expect:** This research study is administered online. Participation in this research will involve completion of a questionnaire. The questionnaire will ask for the hotel stay experience in the last six months and demographic information such as gender and marital status. You may skip any questions that you do not wish to answer (except for the qualification and attention check questions). You will be expected to complete the questionnaire once. It should take you about 15-20 minutes to complete.

**Risks:** There are no risks associated with this project which are expected to be greater than those ordinarily encountered in daily life.

**Benefits:** There are no direct benefits to you. However, you may gain an appreciation and understanding of how research is conducted.

**Compensation:** You will receive \$0.65 for your participation. The compensation amount will be deposited to your Mturk account after you complete the questionnaire. There is no partial compensation rewarded toward to the incomplete questionnaire.

**Your Rights and Confidentiality:** Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time.

**Confidentiality:** The records of this study will be kept private. Any written results will discuss group findings and will not include information that will identify you. Research records will be stored on a password protected computer in a locked office and only researchers and individuals responsible for research oversight will have access to the records.

**Contacts:** You may contact any of the researchers at the following addresses and phone numbers, should you desire to discuss your participation in the study and/or request information about the results of the study: Li Ding, Ph.D. Student, 365 Human Sciences, School of Hotel and Restaurant Administration, Oklahoma State University, Stillwater, OK 74078, 405-762-3037 or Hailin Qu, Ph.D., 365 Human Sciences, School of Hotel and Restaurant Administration, Oklahoma State University, Stillwater, OK 74078, 405-744-6711. If you have questions about your rights as a research volunteer, you may contact the IRB Office at 223 Scott Hall, Stillwater, OK 74078, 405-744-3377 or [irb@okstate.edu](mailto:irb@okstate.edu)

**If you choose to participate:** Please, click "Yes, I agree and go next" if you choose to participate. By clicking "Yes, I agree and go next", you are indicating that you freely and voluntarily and agree to participate in this study and you also acknowledge that you are at least 18 years of age.



VITA

Li Ding

Candidate for the Degree of

Doctor of Philosophy

Thesis: BRAND EXTENSION IN CUSTOMER-BASED BRAND EQUITY MODEL:  
A CASE OF U.S. LODGING INDUSTRY

Major Field: HUMAN SCIENCE

Biographical:

Education:

Completed the requirements for the Doctor of Philosophy in Human Science at Oklahoma State University, Stillwater, Oklahoma in May, 2018.

Completed the requirements for the Master of Arts in Economics at Clemson University, Clemson, South Carolina, U.S.A. in 2011.

Completed the requirements for the Master of Arts in Economics at University of Missouri, Columbia, Missouri, U.S.A. in 2008.

Completed the requirements for the Bachelor in Economics at Tianjin University of Finance and Economics, Tianjin, China in 2005.

Experience:

Instructor (2016-2017) at Oklahoma State University; Graduate Teaching and Research Assistant (2013-2018) at Oklahoma State University; Graduate Research Assistant (2009-2011) at Clemson University; 2014 TOSOK International Tourism Conference.

Professional Memberships:

Level II Candidate of Chartered Financial Analyst Program (2018); Hospitality Financial and Technology Professionals (2018-present); American Economic Association (2015-present); American Finance Association (2015-present); International Council on Hotel, Restaurant, and Institutional Education (2014)